

PLASTICS

The Hottest Thing in Packaging



Page 44

DECEMBER 1, 1961

50¢

\$22,000,000,000 More to Spend

Congress vs. Expense Accounts

Don't Overlook Satellite Cities



Want to drive your sales points home with a bang? Call on The Jam Handy Organization for help in making your group meetings more effective. Just tell us what you want to say to whom, internally or externally. Then rely on our unrivaled facilities, our professional staff and our reservoir of experience. We'll help to deliver your message effectively, memorably and with dramatic clarity. **THE JAM HANDY ORGANIZATION**

Motion Pictures • Business Theater • Slides and Slidefilms • Training Aids ■ New York Chicago Detroit Hollywood

sales talk

December 1, 1961 issue

How many of us sell advertising as a sales proposition -- as something that, properly employed, can be the most indispensable salesman of all? After all, what is advertising other than a vital selling tool? Next time you pitch a prospect, play down cost per thousand, talk up the sales vitality of your vehicle. We can tell you for sure this is the kind of media jargon SM's sales-minded executive readers understand.

Not that your salesmen can be expected to enjoy too much success in contacting these sales and marketing bosses. After all, more than 75% of our top-level readers consistently tell us that they "don't, as a rule" see media salesmen. Yet these executives are intimately involved in market and media selection. We ask them such questions as "Were you consulted before a specific market or medium was selected?"; or "Did you approve the selection of a market or medium?"; and, recently, "Did you have a determining voice in the selection of a market or medium?" No matter how we phrase this key question about 80% answer an emphatic "Yes."

#

Well, this has been a long year for most of us. "A good year for character building" as one of our salesmen only half-humourously puts it. I happen to think he's said a large mouthful. Beyond better than average intelligence and qualities of resourcefulness and intuition, the media salesman had better be blessed with an abundance of just plain guts. It's been pretty easy to separate the men from the boys this year. And if we make the right moves now we'll all cash in on that promised upswing just that much sooner.

Randy Brown

Randy Brown
Executive Vice President

Sales Management
THE MAGAZINE OF MARKETING

'SALES TALK' IS DISTRIBUTED TO Sales
Management ADVERTISERS AND PROSPECTS

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The Indianapolis Star and The Indianapolis News daily reach 53.1% of ALL families. In 1960, all advertisers placed 79.6% of their Indianapolis newspaper advertising in The Indianapolis Star and The Indianapolis News.

Sales Management DECEMBER 1, 1961

Advertising Director, Pittsburgh Corporation. Photo by Arnold Newman



A man who knows how to get things done in business knows there's practically no limit to the ad-job he can do in businesspapers. For this is the place where buyer meets seller with business in mind—actively looking for facts and figures and ideas and products that will help him in his business.

Business begins in businesspapers

... Persuading architects and builders to specify a new material by brand name, or moving a line from the bargain basements to the quality floors in department stores—these are just two of the specific jobs that businesspaper advertising did last year... the kind they can do for your products this year—because advertising in businesspapers means business.

THE ASSOCIATED BUSINESS PUBLICATIONS

205 E. 42ND ST., NEW YORK 17, N.Y. • 201 N. WELLS ST., CHICAGO 6, ILL. • WYATT BUILDING, WASHINGTON 6, D. C.

GOOD BUSINESS ADVERTISING WORKS BEST IN A GOOD BUSINESSPAPER—AN ABC-AUDITED, BOUGHT-AND-PAID-FOR ABP PAPER.

Sales Management

THE MAGAZINE OF
MARKETING

Executive Offices: 630 Third Ave., New York 17, N. Y. YUkon 6-4800

DECEMBER 1, 1961

Vol. 87, No. 13



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SUBSCRIPTIONS: U.S. and CANADA \$10 a year

Foreign \$15

SALES MANAGEMENT is published the first and third Friday of every month except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y. Member of Audit Bureau of Circulations, Associated Business Publications, National Business Publications and the Magazine Publishers Association.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.

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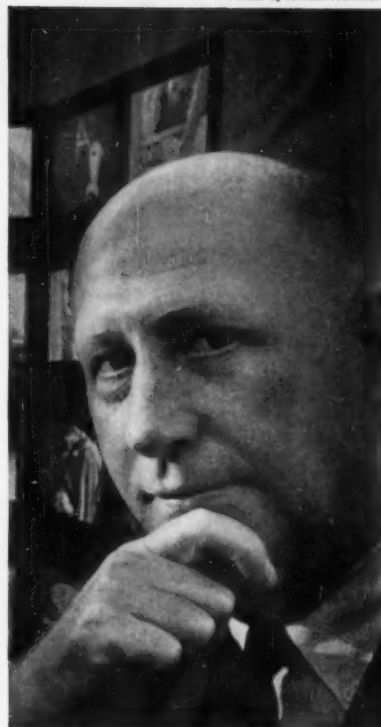
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Photo by Arnold Newman



A man who knows where's he's going can really go places with businesspapers. This is the medium that separates the admen from the boys. You've got to know your business when you get down to business with the kind of tough-minded, hard-to-kill businessmen you meet . . . in businesspapers.

WORKING PRESS AT WORK

...Helping an old product maintain share-of-market after patent expirations greatly increased competition—helping introduce a brand-new product in an already crowded market. Businesspaper advertising did both jobs last year—and is doing similar jobs this year because "advertising in businesspapers means business"

THE ASSOCIATED BUSINESS PUBLICATIONS

205 EAST 42ND STREET, NEW YORK 17, N. Y. • 201 N. WELLS ST.
CHICAGO 6, ILL. • 333 WYATT BUILDING, WASHINGTON 5, D. C.

PEOPLE PAY FOR BUSINESSPAPERS THEY WANT...
READ THE BUSINESSPAPERS THEY PAY FOR.

NOTE: ALL ABP PAPERS ARE "PAID".

a call for action

to all companies using 10 or more business cars

Investigate fleetcar leasing—the Hertz way, described by leading companies as “the lowest cost sales insurance we ever took out.” Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they’re tailored for companies which best benefit from the nation’s most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each “10-Plus” plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



HERTZ FLEETCAR LEASING,
Attn. H. F. Ryan, V.P.
The Hertz Corporation, 669 Madison Ave.,
New York 21, N. Y. Dept. D-121

Please send me your new fleetcar leasing booklet.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NUMBER OF CARS OPERATED _____

Letters to the Editors

Address: Sales Management, 630 Third Avenue, New York 17, New York

trade vs. consumer

... Regarding your unsupported remarks in the Oct. 20 editorial [“So It’s Advertised . . . So What”] . . . I am a little amazed that an editor of a publication so closely associated with the total marketing problems and objectives of all advertisers could so blatantly degrade the efforts of “trade paper” advertising.

How do you substantiate such opinions? Do you know for a fact that BBDO, McCann, Marsteller or our own shop are relegating trade paper advertising to “young cubs,” or that we are unexcited about the commissions?

Let’s face it—Sales Management is classified as a “trade publication” and the agency commission earned on a page in your publication is a long way from a page in Life or Post.

Yet, do you think, because of this, the advertising you receive is the substandard work of an inexperienced copy cub? Take a look at the October issue. Does the CBS ad on page 1 look like the work of an amateur? Or the United ad . . . the Bell & Howell ad . . . the U.S. News ad . . . Western Union . . . Allied Vans . . . Bell Telephone?

Just for the record, in our shop the same creative people who turn out our consumer advertising produce our trade advertising.

And the same treasurer who banks the commissions earned on consumer advertising is happy to deposit the earnings on the thousands of trade advertisements we create and place for our clients each year.

The advertising business has enough critics who operate with half truth and half opinions. While we welcome constructive, honest, substantiated criticism, it’s no time for conjecturing.

You’ve got a good book. Keep it frank and honest and get that eight ball out of the Editor’s Side Pocket.

FRED J. HATCH

Senior Vice President
MacManus, John & Adams, Inc.
Bloomfield Hills, Mich.

► Reader Hatch was more guilty of generalizing than was Editor Salisbury. The latter did not degrade all “trade paper” advertising. What he did say was: . . . “Very few manufacturers can take a bow on the excellence of their trade paper advertising to retailers. Too many use these merchandising magazines only when they are introducing a new product or a ‘deal.’” Possibly Salisbury went too far when he added: “The agency doesn’t get excited about a 15% com-

mission on a \$500 ad, and the planning and copy work is often turned over to a young cub who has never met a retailer except as a purchaser.” Amend it to read, “Some agencies do not get excited . . .” He sticks to his guns about cubs who “often” do not know retailers. He agrees with Mr. Hatch that many fine agencies, of which MJ&A is a striking example, are just as conscientious about trade paper copy and art as they are about big-ticket ads, but his comment dealt solely with what might be done to make retailers more enthusiastic about the advertising being done by their suppliers. Greater and better use of dealer magazines is one answer.

nothing but the truth

A comment on the editorial “The Big White Lie” [SM, Oct. 6] or how to handle an inquiry on a salesman whose services were not satisfactory.

It may be done in a matter of a few words. For example:

“In replying to your inquiry, we will adhere to the old adage: If you cannot speak well of a person—say nothing.”

Or, in a more humorous vein:

“The above was in our employ for three years and at the time of his leaving we were satisfied.”

ALVIN S. BAER

Vice President
Truscon Laboratories Division
Devco & Reynolds Co., Inc.
New York, N. Y.

public speaker’s ‘amen’

The best comment I can come up with in reference to Leo Bott’s article on “The Care and Treatment of Public Speakers” [SM, Oct. 6] is “Amen.”

It was a terrific article, well written, and expressed many of the feelings of those of us in public speaking.

LOUISE A. K. FROLICH

Food Service Specialist
Professional Relations
Koch Refrigerators, Inc.
Kansas City, Kan.

... Having spent more than 40 years in chamber of commerce work and having handled more than 2,000 speakers, I think I am in a rather good position to express approval of Mr. Bott’s article. . . .

JOHN D. ADAMS

General Secretary
Greater Des Moines Chamber of
Commerce
Des Moines, Iowa

Sales Management DECEMBER 1, 1961



PORTRAIT OF A BUYER WHO'S BOUND TO SUCCEED

Rub-a-dub-dub, he reads in the tub—and never wastes a minute. Also read Horatio Alger at an early age (or maybe his mother read it and the influence is prenatal.) Anyway, our purposeful buyer's bound to succeed. Because he knows where to buy—where to turn for industrial product information.

His source is the best in the world—a publisher who publishes nothing but product information, Thomas by name.

Every month Thomas Publishing issues the buyers' favorite product information newspaper, Industrial Equipment News. It's crammed with product information news, and is read by 81,000 in-plant buying influences in 40,200 plants, in all 452 manufacturing industries.

Also, Thomas Publishing puts out a huge directory called Thomas Register. Thomas decided that this directory should list everything! And it does—75,000

different kinds of things, in fact. Takes 10,000 pages to do it, but all the manufacturers are there, plus all their products, plus 13,000 eager advertisers who like to sell things.

The moral is: If you want to sell to industry, advertise in IEN and TR. They're published by Thomas, product information headquarters for the men who buy.

THOMAS

PUBLISHING COMPANY

Product Information Headquarters

461 EIGHTH AVENUE, NEW YORK 1, N. Y.

Phone: OXford 5-0500



How to deal with a Woman from Missouri

She may be from Missouri, but she is not from hunger. She has so many products to choose from nowadays that she only takes the ones she believes in.

That is a fact worth writing down.

Second fact: She will not necessarily believe you just because what you say is true. Nor even because you offer proof. You must also say it and prove it in a believable way.

Third fact: She still may not believe you (or choose your product) if she doesn't like the way you talk—because she is a woman, and because she has a choice.

Final fact: If you don't believe this, you may be a Man from Missouri.

Talk to your wife.

Or better still, talk to an advertising agency that knows how to talk to your wife.

YOUNG & RUBICAM, Advertising

The Editor's Side Pocket

'If I Succeed'

In our pursuit of existing plans and methods for recruiting more good salesmen, we witnessed a 21-minute film prepared for Ford Motor Co. by Wilding and called: "Selling—a Rewarding Career." It's good, and if you know a Ford district manager you probably can arrange to see it. The technique is simple: they rounded up top salesmen in the fields of insurance, appliances, and encyclopedias, to appear in a panel discussion with Ford's director of sales training. Collectively, last year the three men earned \$108,000.

The book salesman doesn't bother with leads or referrals. He gets turned away much more often than he gets in, but he sizes up situations quickly and wastes little time. I can't say that I agree with all his methods or his thinking, but I can't help but be impressed with his results, and last year he led all other Crowell-Collier salesmen. Highlight of what he said was this summation when he was asked to capsule the reasons for his success:

"IF I SUCCEED MORE OFTEN IT'S BECAUSE I FAIL MORE OFTEN."

'Getting Through' to Your People

I don't have to belabor the point that the most difficult problem any of us faces—and this goes regardless of education or experience—is getting our thoughts over to the other fellow. He may not understand you, he may seem to be listening but his mind is wandering, he may be rehearsing what he's going to say to you when you shut your mouth—and I could mention other communication blocks. I was reminded of this common problem when I read the summary of an attitude survey made by Research Institute of America among salesmen in more than 1,500 companies.

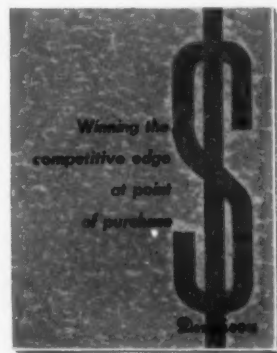
- 1 of 3 salesmen isn't sure management welcomes ideas.
- 1 of 2 doesn't feel free to gripe about what bothers him.
- 1 of 2 feels management won't act on his recommendations, regardless of their merit.
- 1 of 3 isn't sure of support from management when needed.
- 1 of 3 isn't sure management gives a damn about his welfare or fully appreciates the job being done by the sales staff.

In some instances the salesmen no doubt have solid reasons for their beliefs, but mostly I think it's a fault of

YOUR LAST CHANCE TO INCREASE SALES IN '61

... is still what it always has been. It's that all-important moment of decision at point of purchase.

America's most successful marketers go all out to swing buying decisions their way. They use Dennison designed-to-order tags and labels. Our new brochure shows how.



THIS FREE BROCHURE contains factual reports on sophisticated use of task-tailored Dennison tags and labels to achieve maximum results per promotional dollar . . . shows samples that have introduced new products with sales-compelling impact and added new life to old products, packages and displays. For your free folder, mail coupon today.

Dennison

Helping you compete more effectively

Dennison Manufacturing Co.,
Dept. Z-69, Framingham, Mass.

Please rush your new brochure "Winning the Competitive Edge at Point of Purchase."

NAME

TITLE

COMPANY

STREET

CITY.....ZONE.....STATE...

THE NEW FACE OF THE UPPER MIDWEST



The tin-helmeted gentleman scanning the growing skyscrapers above is neither engineer nor construction foreman. He is O. Meredith Wilson, "sophomore" president of the nation's fourth largest center of learning—the great University of Minnesota—30,000 students strong!

Dr. Wilson, shown inspecting the progress of the University's current \$7,000,000 expansion program (largest in its history), takes great *personal* interest in the program, for his hopes for education in Minnesota are dependent upon its becoming a reality.

Dr. Wilson and the University of Minnesota are representative of the people and institutions that make up the higher education picture in the Upper Midwest. It's a picture that contains some 79 colleges and universities blanketing this $3\frac{1}{2}$ state area. It is a picture of dynamic progress—not only in physical expansion, but in the search for skilled educators to meet the demands of a growing region. In terms of teaching, learning, building, buying, selling, growing—or even just relaxing—the Upper Midwest is one of the most stable, yet most dynamic areas in America.



Copyright 1961, Minneapolis Star and Tribune Co.

Minneapolis Star and Tribune
EVENING MORNING & SUNDAY

660,000 SUNDAY 520,000 DAILY

JOHN COWLES, President

The Editor's Side Pocket

(continued)

communicating. I just can't believe that half of the corporations would refuse to act on a salesman's recommendation, regardless of the merit. But it might just as well be true if salesmen believe it to be true.

There's a story going around that illustrates the problem of getting the other fellow to understand and remember. As I heard it, an executive given to violent gesticulation was giving a young associate his pet theories on creativity in the form of five simple rules.

1. "Don't over-conform—bang!"
2. "Organize your ignorance—bang!"
3. "Immerse yourself—bang!"
4. "Test your ideas by selling them—bang!"
5. "Plan it to happen—bang, bang!"

Shortly afterwards, as the young associate had returned to his desk, a fellow trainee asked him, "What was the boss telling you in his office?"

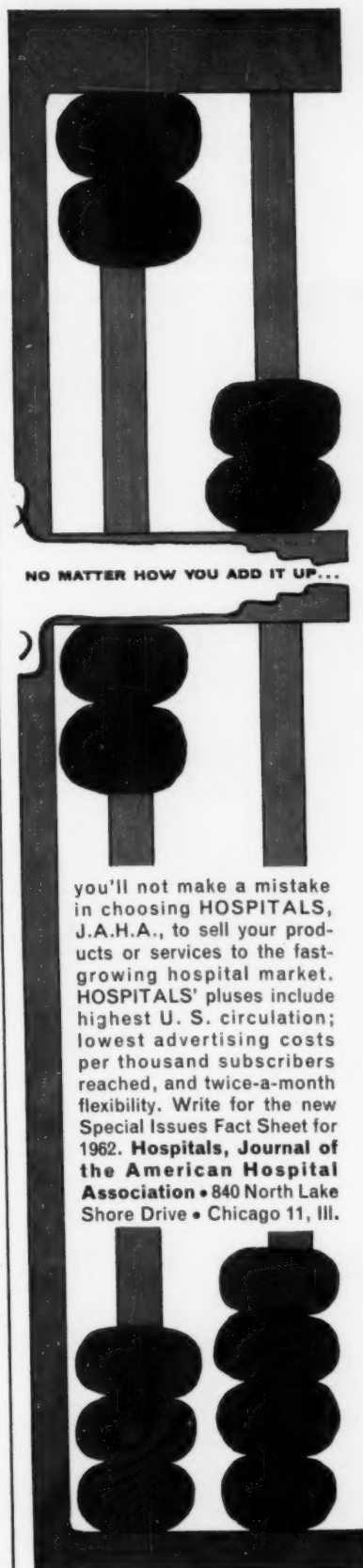
"Gosh, I can't quite remember, but it was something about bang, bang, bang, bang, bang, bang."

More Ad Bucks for the Dollar

More outstanding to my mind than the fact that the average national advertiser is boosting his budget by 5% to 10% for 1962 is the fact that most companies are stepping up efforts to get more for each ad dollar. Along with more careful analysis aimed toward matching sales aims with the audiences of individual media comes increased efforts to get the salesmen excited so that they will more effectively merchandise the advertising, and more attention to market tests and studies.

We are featuring in our January 5 issue an outstanding analysis of test marketing and favored areas for conducting tests that can be projected to the national scene. Another growing development is increased use of electronic computers for correlating data on market outlets, sales, media circulations and ad costs. For example, more companies than ever before team up IBM cards of Sales Management's Survey of Buying Power data with circulation analyses and their own sales records.

Phil Salisbury



A publisher asks:

Why does management

Richard C. Burns, Publisher
Mill & Factory



On blind faith?

(If so, does this faith falter when times get tough?)

Because they're afraid not to?

(If so, do they find the "courage" to cut back when business drops off?)

Or because you can show them that advertising actually sells?

Sure, you sell management on the basics:

- coverage of buying power;
- backing up the salesmen;
- securing sales leads;
- and all the other standard reasons.

But frankly—most of us, in advertising and in publishing, have run for cover when management said, "... fine, but what we want from advertising is sales!"

"But," we've hedged, "we're not in the mail order business." And we've recited all the sound and valid reasons for advertising that make so much sense to *us* who *live* by advertising... but we've evaded the real issue.

Well, I now believe we've all been short-changing ourselves, and management. We now know that good product advertising actually SELLS, right off the pages!

Let me tell you what we've learned during three years of Mills Shepard Reader Action research of advertisements in Mill & Factory:

We have learned beyond a shadow of a doubt that an industrial advertiser who aims the right copy at the right men in the business magazine that is editorially suitable *induces direct buying action*.

We've all suspected this. Some advertisers have done good research on the effectiveness of their own advertising. But either because most of us in advertising didn't have ample evidence of this, or because we didn't want to take any credit away from the salesmen, most budgets have been sold on *theory*. Otherwise, why would management cut back whenever times get tough?

Now we can quit pussyfooting. Now we *know* that advertising can *sell*.

How do we know?

For 3 years Mills Shepard has conducted a continuing series of personal interviews with manufacturing and

spend money for advertising?

maintenance executives—all Mill & Factory readers. They explore reader actions resulting from ads in the magazine. The following comments on different ads demonstrate the direct selling power of good advertisements in a good medium:

Plant Engineer—smelting:

"I ordered some of these safety switches. They look good."

Chief Electrician—telephone:

"After reading this ad we purchased some gears from them. They are now in use here and I believe we'll continue using them."

Vice President—steel fabrication:

"We are looking for better gear motors and are getting more information on those advertised here."

Maintenance Superintendent—corrugated boxes:

"I requested more information from their salesman. Yes, reading the ad caused me to do this."

Chief Methods Engineer—power motors:

"We're very interested in these variable speed drives. We are considering purchasing some."

Superintendent—construction equipment:

"I ordered these switches from the local distributor."

Plant Engineer—machinery manufacturer:

"After I read this ad, I got in touch with them about their couplings. I purchased some last week."

Plant Manager—electric fixtures:

"We sent for this catalogue and as a result we purchased some of their equipment. We like it very much."

What about conversion of inquiries to sales?

To check the pay-off value of inquiries—SALES—we follow up specific ad inquiries three months after they are sent to Mill & Factory. Mail questionnaires are sent to the readers, who requested information, to find out what happened.

Here's typical buying action that results from inquiries after the reader has received literature from the advertiser:

Advertiser of plastic valves

11.1% bought product

51.9% are likely to buy

3.6% bought competitive product

Advertiser of crane scales

8.0% bought product

41.9% are likely to buy

1.6% bought competitive product

Report after report shows that inquiries sent as a result of ads are *notice of intent to buy*.


It's time to speak up

Don't let anyone tell you advertising doesn't make sales. It's time to talk turkey to management. Sure advertising helps with the corporate image and keeps customers aware of your products between sales calls, and all the rest; *but let's show them that it can MAKE sales, too.*

To help you present this effectively to management, Mill & Factory has put together a kit called "Selling Management on the Fact That Advertising SELLS." We'll be glad to send it to you.

An open invitation

We cordially invite advertisers, agencies and publishers to pool their evidence of advertising effectiveness with ours. We'll add it to the sum total contained in succeeding editions of our kit—"Selling Management on the Fact That Advertising SELLS." Our mutual goal is an educated management. Let's work together.



"Selling Management" kit available

This kit, designed to help you to explain advertising to management, contains a check list of *all* basic advertising objectives PLUS a highly convincing array of evidence that, *in addition*, good product advertising in a good business paper, actually *sells*.

Mill & Factory NFP EPA

serving the manufacturing/maintenance engineering function in the all-industry market

a Conover-Mast publication

205 East 42nd Street, New York 17, New York

Branch Offices—Chicago • Pittsburgh • Cleveland • Detroit
Los Angeles • San Francisco

They're in the News

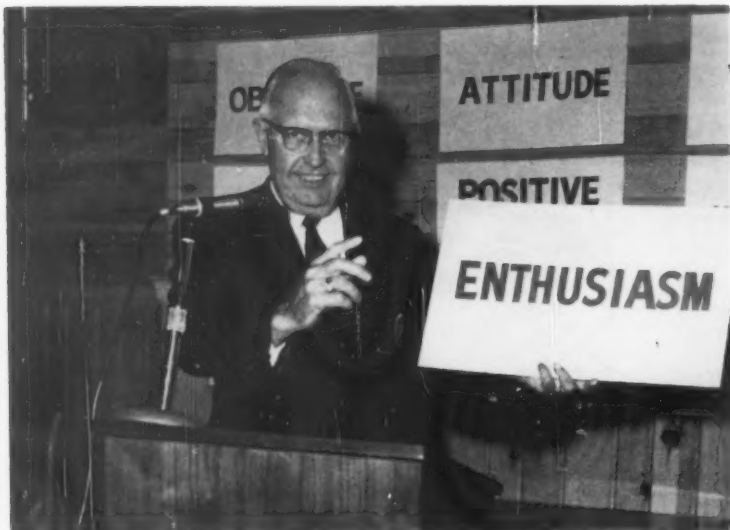


Someone New in the GF Kitchen

Meet James D. North: You'll probably have to make a few rounds to find him. . . . He may be in the General Foods Kitchens; you might try the Distribution-Sales Services division. Barring that, look in the Mar-

keting Research or Sales Services department. For North, handsome, graying, wears four GF marketing hats. He's just been named v-p of General Foods Corp., with responsibility for a group of major marketing

services. North joined GF in 1937 as export ad manager in New York. From '39 to '42 he was associate ad manager for Walter Baker products, later for Jell-O and Minute products. Then came World War II and he took off for the Army Air Corps, in which he was a Major. At war's end he went back to General Foods as sales and ad manager of Post products. Advertising agency work lured him away in 1947: He spent two years as a v-p of Foote, Cone & Belding. It wasn't until 1954 that he came back home to GF. (He had, in the interim, been general manager of the Western Beet Sugar Producers in San Francisco and v-p of Market Research Corporation of America!) In May of this year he became corporate marketing counselor, coordinating the marketing efforts of Birds Eye, Post and Canadian divisions, the GF Research Center and the New Products department. A native of Columbus, Ohio, he's a Dartmouth graduate. He and his wife — shown here during a trekking vacation — live in Wilton, Conn.



For Prosperity: 'Creative Selling'

All of his life Frank C. Russell has been sold on selling: He began his career as a newsboy, earned a reputation as a master salesman, finally formed the F. C. Russell Co., in

Cleveland, manufacturing combination storm and screen windows. Now he's embarked on his most ambitious project. At his extensive waterfront property on Chesapeake Bay, he's

begun the F. C. Russell Institute of Selling. "Selling," he says, "is the highest-paid profession in the world and it can be that for anyone." To prove it, his institute will run week-long clinics for 40 weeks a year, conducted by top psychologists and executives in the area of sales management and sales training. Classes will be limited to 50 sales execs or salesmen. Clinics will feature sales demonstrations of major appliances, home improvement products, automotive and aircraft products, retailing and wholesaling. Russell has turned his handsome Georgian house into a luxury hotel for his students, plans social activities for wives, whom he urges to join their husbands at the clinics. While their husbands are in sales session, wives use all the facilities of beach club or golf club, or explore the 1,100 acres that comprise the estate. . . . As Lord of the Manor and industrialist-turned-teacher, Frank Russell — winner of an Horatio Alger Award — is fulfilling a life-long ambition: To teach others the sales techniques he's learned himself.



***"The business is there—
we need coverage!"***

United can help

Markets change... new ones spring up. Getting to prospects... covering more territory. United can help you—without the expense of adding and training new men, without transferring men.

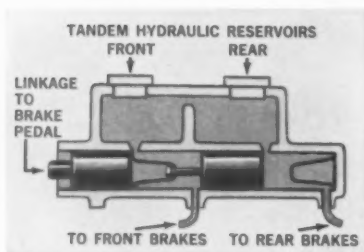
Serving 117 cities, including the 103 top U.S. markets, United can help you route your men so they cover more territory in less time. With the world's largest jet fleet,

United offers more jets to more cities than any other airline. Your men spend more time selling, less time traveling... see more prospects, make more calls.

Arranging complicated itineraries is just one of the services United has to help you sell. For more information on this—and other aids to sales management—call your local United sales office.

WORLD'S LARGEST JET FLEET **UNITED** KNOWN FOR EXTRA CARE

Before You Buy Any Fleet Car...Check For These Quality And Savings Features... You'll Buy Rambler For '62



New Self-Adjusting Double-Safety Brakes

33,000-MILE CHASSIS LUBRICATION

1962 Rambler Classic 6 and Ambassador V-8 chassis lubrication period is 33,000 miles or 3 years, whichever occurs first. Many parts lubricated for life on all models. This further evidence of Rambler quality saves you time and money.

4,000-MILE ENGINE-OIL CHANGE

Under normal driving conditions, you change engine oil only one-half as often on 1962 Rambler American, Classic and Ambassador. Oil filters are standard at no extra cost on all 1962 models.

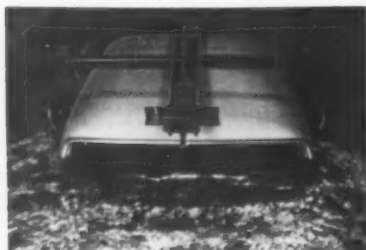


New 2-Year Engine-Coolant Protects to 40 Below

**A TOTAL
OF 102
IMPROVEMENTS
IN RAMBLER
FOR 1962!**

2-YEAR BATTERY GUARANTEE

Warranty on new Rambler Powr-Guard Battery doubled. If battery fails during first 2 years or 24,000 miles, whichever occurs first, (misuse, negligence or accident excepted) it will be replaced without charge by an authorized Rambler dealer.



Deep-Dip Rustproofing Clear to the Roof

NO-CLUTCH-PEDAL E-STICK TRANSMISSION

Gives the precise control of personal shifting without the inconvenience of clutch pedal at 1/3 the cost of full automatics. Optional on 1962 Rambler American models.



Long-Life Ceramic-Armored Muffler and Tailpipe



*For Free On-The-Job Test,
See Your Rambler Dealer
or Write:*

**FLEET SALES DEPARTMENT L-121
AMERICAN MOTORS**
14250 Plymouth Road, Detroit 32, Michigan

Rambler
*World Standard
of Compact Car Excellence*

Save On Fleet Leasing

If your firm leases cars, ask your leasing company for low Rambler rates, or write us for the names of leasing companies in your area.

A very particular 1,200,000 readers know...

DEPTH

makes
the
important
difference
in this
news
magazine



News today is more than what appears on the surface.

News in depth is necessary to give the reader the full story.

People with important responsibilities must know more than the surface facts of national and world affairs. They are not content to skim the headlines; they want to get at and understand the issues behind important news.

"Depth" reporting and analysis in "U.S. News & World Report" not only tell what happened, but why it happened and what is coming next. Often, this kind of news reporting produces original news—news to be found nowhere else.

The skilled reporters and editors of "U.S. News & World Report" dig deeply and vigorously week after week to answer the key questions that surround the news. Consequently, they come up with the complete news—all the essential information,

all sides of controversial questions.

News in depth is, above all, useful news. That's why the pages of "U.S. News & World Report" attract not just readers, but leaders in business, industry, government, the professions, the community.* They read and think more deeply about the news and its consequences. This news is not of casual interest, but of absorbing concern because it relates directly to them, to their larger-than-ordinary responsibilities, to their immediate and future actions.

This, then, is a magazine whose quality of content is the key to its quality of audience. No wonder more and more national advertisers are spearheading their selling campaigns in "U.S. News & World Report." No wonder more and more of them regard it as . . .

...the most important magazine of all

U.S. NEWS & WORLD REPORT

"Useful News for Important People"

NOW MORE THAN 1,200,000 NET PAID CIRCULATION

*Non-duplication is an important fact of life in the news magazine field. Busy people seldom have time for more than one. For example, 95% of the combined circulation of "USN&WR" and Time goes to people who subscribe to

only one or the other. In the case of "USN&WR" and Newsweek, the figure is 94%. For the documentation of this waste-less, non-duplicated coverage, ask your advertising agency or our advertising offices nearest you.

NEW BELL SYSTEM DIAL-PBX ELIMINATES MANUAL SWITCHBOARD, SPEEDS COMMUNICATIONS INSIDE AND OUT



With new Bell System dial-PBX service, you and your employees can *dial* interoffice and outgoing calls directly from your desks.

Using this compact desk-top unit, your switchboard attendant can get priority incoming calls through to you *faster*—and have time to perform other useful duties, too.

Whatever your communication needs may be, the Bell System is uniquely qualified to meet them. One of our Communications Consultants is ready to show you how new and improved Bell services can help you operate more efficiently, more profitably. Just call your Bell Telephone Business Office and ask for him. No obligation, of course.



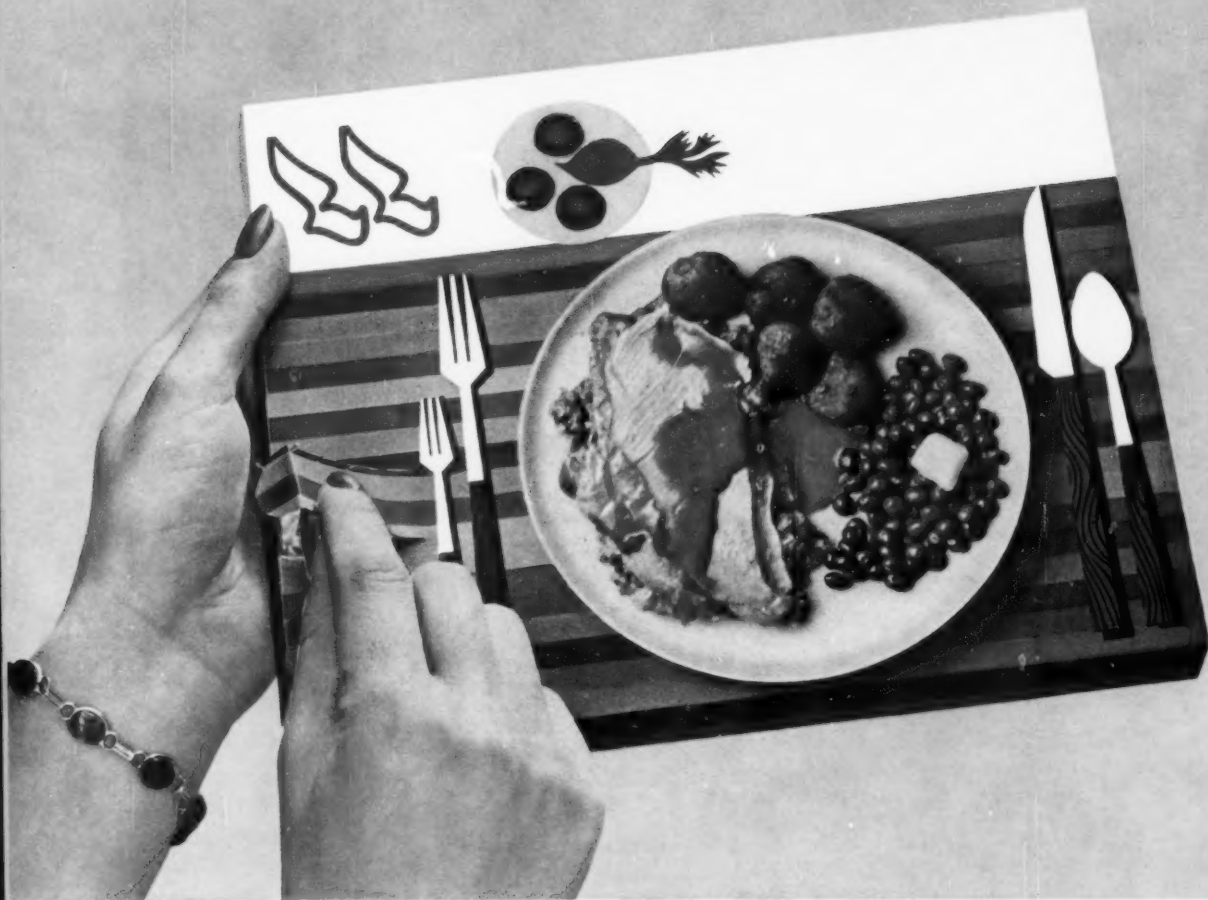
F. J. Lenfesty, president of F. Hurlbut Company, Green Bay, Wisconsin, tells how his company profited from dial-PBX:

"Calls from some of our cement products customers were being delayed at our main switchboard, especially during busy hours. On the recommendation of one of your Communications Consultants, we installed a dial-PBX, and now

customer calls are handled quickly and efficiently. We've saved one-third of our operators' switchboard time, and we're making sales that might otherwise have been lost. Our changeover to dial-PBX was well worth the money."



BELL TELEPHONE SYSTEM



PROBLEM: How to get shoppers to buy your product for the first time.

SOLUTION: International Paper's versatile Mosscoat[®] prints and finishes brilliantly to give you cartons with impact.

INTERNATIONAL PAPER's remarkable Mosscoat takes *all* printing processes brilliantly. And you can varnish it, lacquer it, wax it, emboss it. Mosscoat finishes *beautifully*. Gives you cartons that *move off* today's crowded shelves.

Mosscoat is also an unusually uniform bleached sulphate board. This makes it easy to do the precision scoring for the convenient tear strip shown on the package above. And you'll find Mosscoat die-cuts cleanly and takes the

sharpest folds without cracking.

International Paper's subsidiary, the Lord Baltimore Press, uses Mosscoat extensively to create distinctive and convenient cartons for products ranging from cosmetics to frozen foods.

Lord Baltimore can do *your* entire packaging job. They analyze your sales problem, design the package, and create the art work—maintaining *exact* quality control every step of the way.

And Lord Baltimore's *exclusive*

Fidel-I-Tone[®] printing process captures all the exciting detail of appetizing full-color illustrations.

In paper and paperboard, International Paper's sales and technical staff provides you with packaging that's designed *from the very beginning* to suit *your* product and solve *your* problems.

Contact any one of our eleven Lord Baltimore sales offices. Or contact your carton maker. He's probably been doing business with us for years.



INTERNATIONAL PAPER

NEW YORK 17, N. Y.

Manufacturers of papers for magazines, books, newspapers • papers for home and office use • converting papers • papers and paperboards for packaging • labels • folding cartons • milk containers • shipping containers • multiwall bags • grocery and specialty bags and sacks • pulps for industry • lumber, plywood and other building materials

THINK:

***When You Sell
America's
Mightiest
Million
You Are Taking
A Mighty Step
Toward Selling
America's
184,000,000
—Anything!***

Where America's Mightiest Million gets together every business day



Retail Revolution Picks Up More Steam

Retailing is now entering into the **second great phase** of the well-known "retail revolution." It will bring changes that are big, dramatic and of great significance to the consumer goods marketer.

It will see the development of new retailing ideas, particularly in **the way goods are sold** and in **the very merchandise itself**.

There will be another great surge in self-service merchandising. Department stores will convert many self-selection departments to full self-service, and other clerk-served departments to self-selection. Big stores will **fully integrate** self-service, self-selection and a few remaining clerk-served departments under one roof. And even higher-priced merchandise will submit to the economies of pick-and-pay.

New kinds of stores will spring up everywhere. One concept that is sure to spread carries the branch store idea to its next logical step. Big department and "discount"-department stores will continue to open smaller, suburban versions of the downtown store. But, in addition, they will be opening **flocks of still-smaller stores** which will carry **all the lines—and only the lines**—that the bigger parent stores have converted to self-service. These dry-goods supermarkets (which may include grocery supermarkets under the same roof) will be physically oriented towards shopping speed, traffic flow and high volume. They will be located **wherever conditions are favorable**, which may or may not mean a shopping center, roadside, neighborhood or any other kind of location.

The theory behind this second surge in self-service is simplicity itself. The customer must pay only for what she wants, **only for what she actually gets**. Clerks, supposedly, provide shopping aid, a service for which the consumer is indirectly charged. But, under self-selection of

packaged goods and simple, well-known types of merchandise, the clerk all too often only acts to **slow down** the shopping process, write out a tedious sales slip and put the purchase in a bag. And, all too often, clerks in service departments are uncaring, inexperienced and of little real help to the customer. They are of no more help, at least, than a **lesser number of knowledgeable sales people** would be under a true self-selection system.

That part of the concept is particularly applicable to the "legitimate" department stores. **But it leads to a big growth area for the low-margin, or "discount" operators.** As the department stores strive to put as much of their operation as possible on a self-service basis, they, working with manufacturers, will develop new techniques and new ways of packaging and presenting merchandise which will enable discounters to **expand into lines not now suited** to their kind of merchandising.

Clerks are not the only customer "service" that will feel the blow. **Delivery service** will not be offered on self-service items. **Charge accounts** will more and more include handling fees. **Return policies** will be tightened to cut down abuses. Wherever all customers must bear the burden of costs incurred by the few, "free" services will be curtailed.

Virtually all retail-goods marketers will be affected by these changes, but some—those whose products have seldom been sold on self-service before—will be more affected than others. Marketers will, of course, have to do a better, more complete job of pre-selling their brands. And the merchandise itself—shoes, sweaters, cooking utensils, whatever—must be **more visibly branded**.

The emphasis on turnover and sales-per-square-foot which is so integral to the self-service or self-selection operation, will combine with the

Significant Trends

(continued)

newly created need for extra display space to push many marginal items off the shelves. Survival of the fittest will become more intense all along the line, both in new self-serve departments as well as in older, established ones.

Perhaps most important is the role the marketer must play in **making sure his line is included** in the high-volume self-service trend at the earliest possible moment. With more and more retailing weight being thrown behind the kinds of items which are adaptable to this type of merchandising, it is important for marketers of nearly every commodity to try to hop on the bandwagon. **It means taking the lead**, developing new packages, new display methods, new pricing structures and training the store owner and the consumer to these new methods.

Changes Ahead in Merchandise

There are big changes ahead in merchandise as well as in merchandising. Marketers can expect to see today's low margin retailers shifting emphasis away from low-priced merchandise and toward higher-priced, or better, items offered at the lowest price possible. As the big department stores strip down for action, and as today's "discount" houses take on more lines and continue to retreat from their original low-overhead fanaticism, the difference between them will continue to evaporate. There will be little stimulus for either type to offer bottom-of-the-line merchandise when they can still give low-margin top value on a bigger ticket. This is already happening, as the new generation of closed-door groups and plain-pipe-racks price cutters that is starting to crop up would indicate.

Another flip-flop is in the offing, too: marketers can expect the low-margin retailers, department store and "discount" alike, to go all-out for private brand merchandise. In spite of appearances, this is not at all inconsistent with the demand for stronger and stronger brand images, inasmuch as the private-label item is an ideal merchandising partner for the higher-priced item with the well-known name. It answers the need

for low-priced items, but at a higher profit than a low-priced branded item. As the discounters become well-established organizations, they lose their fear of trading on their name, and, as the department stores realize the need for high-volume, low-priced, high-profit merchandise, they lose their squeamishness about private brands.

And private labels increase the need for strong brands, too, for comparison purposes if nothing else. All in all, the self-service merchandiser can offer adequate selection with maximum profit and minimum effort in many lines by sticking exclusively to one private label and one top brand.

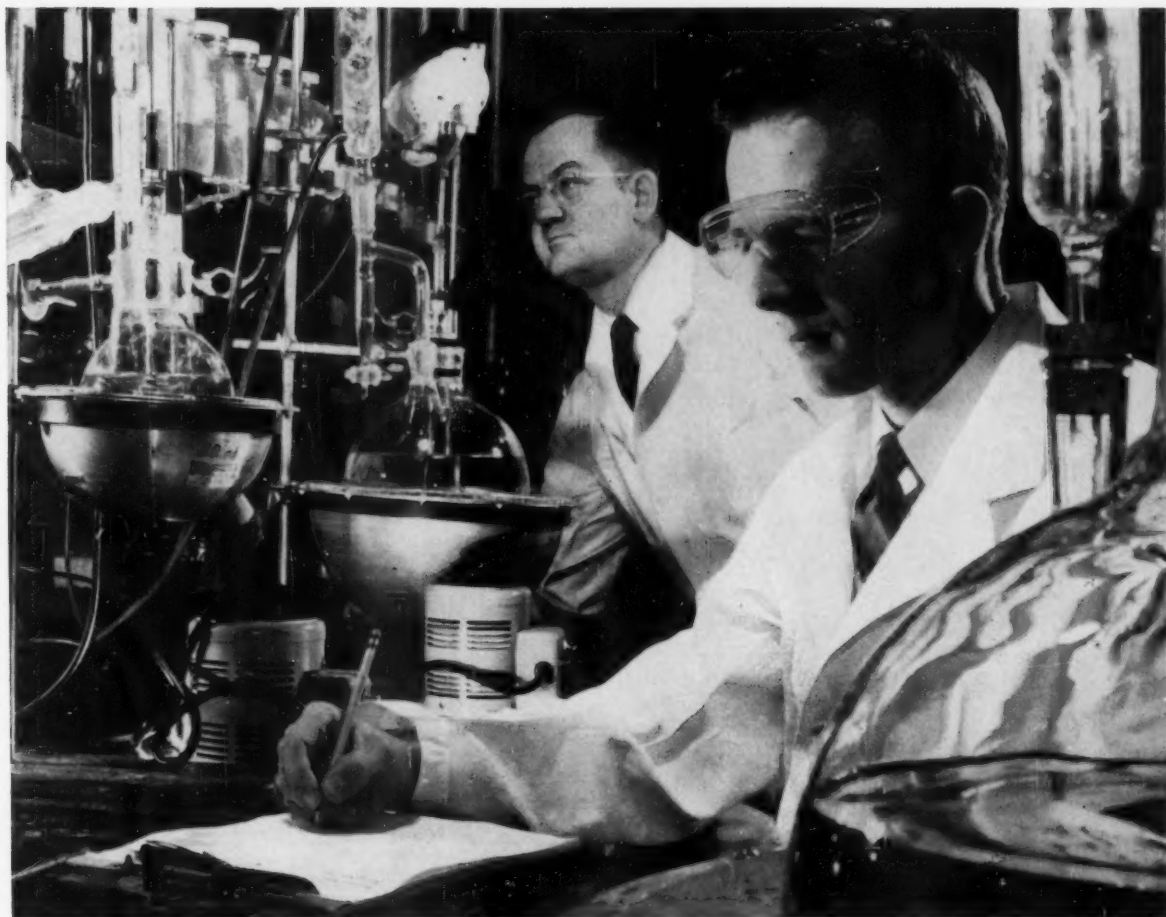
Other, more subtle changes will take place. For example, fads and certain styles will be shorter lived. The low-margin operator's sworn duty is to buy heavily when an item is getting hot, and get out just as it crests. This drying up at retail then speeds the demise of the item.

Marketing Under Pressure

Big, new demands will be placed on the marketer. He will have to promote and strengthen his brands more than ever, and he will be under increasing pressure from his customers for more cooperative promotional aid. At the same time, he will also be under pressure to supply more and more private-label merchandise. And, like it or not, he may have to, just to keep his head above water.

Part and parcel with self-service is the hard-headed, two-listed buying committee. An increasing share of the marketer's output will be bought through such committees, which may appear to be an unhappy prospect to marketers whose products are just entering the self-service world.

But the fast-turnover world is not a bad one to sell in, and it will mean great things to the marketer who takes advantage of it. Right now the retailer is well ahead of the manufacturer in terms of merchandising ideas and needs. The merchant needs the support, the help and the co-operation of the marketer. And he will get these things from the volume leaders of tomorrow.



The Archer-Daniels-Midland Co. found that Newsweek, among the newsweeklies, reaches customers and prospects most efficiently!

Archer-Daniels-Midland Co., in cooperation with Newsweek, conducted a study of the Minneapolis chemical company's customers and prospects. The results, charted at the right, prove once again Newsweek's efficiency for advertisers.

	% coverage Base: 1,082	cost per mention*
Newsweek	27.5	\$28.17
U.S. News & World Report	18.2	34.11
Time	40.8	34.84

**Based on "Readers within the last two weeks" and 1962 Black & White page rates*

Newsweek—by industry's own measurements... the most efficient newsweekly



We'll send you one test roll of "V" cellophane, one 4¢ stamp, one sheet of paper, one self-addressed envelope and one pencil.



Run the cellophane off on your own equipment. Or on your converter's. If you don't find that it's the best cellophane ever made for premium baked foods, write us a nasty letter. (It won't even cost you a 4¢ stamp.)

We think you'll find that "V" prints, machines and seals with the bare minimum of production problems. That its shelf appearance has the magic for turning a stray glance into an impulse. And "V's" polymer coating—virtually unaffected by the heat and chemicals of printing—shuts in needed moisture, along with all the tang and savor you've put into your product. It's so good at this, in fact, that we actually believe you'll end up sending us a *complimentary* letter.

But don't do it just to be nice.

Test rolls supplied through any Olin sales representative or your converter in accordance with our usual policy.

PACKAGING DIVISION **Olin**
Film Operations, 460 Park Avenue, New York 22, N. Y.





"Wallace offered the most appealing variety of silver prizes..."

... says Willard Greenfield, Sales Promotion Manager, New Holland Machine Co., New Holland, Penna. Division of Sperry Rand Corporation

Move farm equipment with Wallace Silver? New Holland, leader in grassland farming equipment, did it . . . here's how. To stimulate increased sales by dealers, distributors, and field salesmen, New Holland offered a wide variety of Wallace silver flatware and holloware.

Why Wallace? Of the four brands considered, Wallace offered "the most appealing variety of silver prizes, an intimate knowledge of incentive merchandising, better service."

Results? New Holland reports excellent sales responses at all distribution levels. Low volume dealers were upgraded. Many dealers and their wives wrote to commend the company on its excellent selection of prizes.

If you are planning a sales incentive program for dealers, distributors, or your own salesmen, plan on Wallace silver. Our specialists will be glad to work with you to make your promotion a success. For your free catalog, write to Department 1312.

W WALLACE SILVERSMITHS, INC. . . . a subsidiary of

HAMILTON WATCH COMPANY

Presentation & Incentive Sales, Lancaster, Penna.



IS FOR BOOKS

If YOU were to look for the most authoritative, most comprehensive, most selective, bibliography of books pertaining to your MARKETING function, you would find them in

"BOOKS FOR MARKETERS"

—an alphabetical listing (with in 21 different classifications) just compiled by the Editors of SALES MANAGEMENT MAGAZINE.

"BOOKS FOR MARKETERS"

well on its way to becoming perhaps the most valuable bibliography yet to be published for those marketing executives who supplement their experience and perceptiveness with the most pertinent reading material available.

\$3.00 PER COPY

"BOOKS FOR MARKETERS"
SALES MANAGEMENT MAGAZINE

630 THIRD AVENUE
NEW YORK 17, NEW YORK

MARKETING

NEW FINGER ON SWITCHES

New York—The vagaries of "brand switching" will no longer puzzle marketers if a recently developed market research program has its way. Called "Brand Kinetics" and introduced by Consumer Dynamics Corp., the new technique determines the extent of brand switching and the reasons underlying each switch — whether they're the result of regional or national ad campaigns, pricing, packaging or premium promotions.

Says the company, "Most research firms work on a custom research basis — a 'one-shot' survey focusing on the market place only at the time of the study, which tends to produce a frozen snapshot of a highly volatile body of people that has lost its motion."

Brand Kinetics, it is reported, is geared to determine the factors which cause a shopper to select one brand over another. "The marketing organization behind any product wants to know from which brands it is gaining shoppers, and which competitors are most effective, in turn, in gaining from it." Brand Kinetics reports this information on a current basis. According to an official of the firm, data is available for tabulation within seven days of the first interview.

The service is offered on a monthly subscriber basis; provides a monthly Kinetograf upon which all data is reported in a simple manner; has a nominal annual cost of approximately \$15,000 for which the subscriber receives market data on 36,000 consumer interviews.

IT'S FAST CASH AT AMEXCO

New York—For the traveling man who finds himself short of funds, American Express Co. offers a personal check cashing service at any of its 378 offices throughout the world.

The company says it will be glad to take your personal check for up to \$250 worth of American Express Travelers Cheques, or up to \$200 in travelers' checks and \$50 in cash. After all, reminds the company, your credit was checked very carefully before your card was issued.

It also mentions that cardholders

are expected to use this privilege only as the emergency service it is intended to be. Under ordinary circumstances, anyone should be able to plan his travel in advance and buy whatever travelers' checks he needs at his own bank before leaving.

But should we occasionally underestimate our financial needs . . .



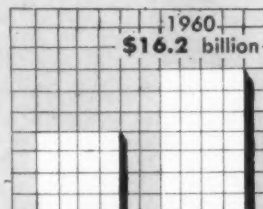
PARTY PLAN SLIDES

New York—There's a new dimension in the "party plan" type of selling—it's called the "Shop At Home" visual merchandising technique. Using a projector and a 5-ft. by 8-ft. screen, the printed catalog becomes a four-color "Living Catalogue" right in the consumer's home, delivering, it is hoped, the store's image and selling message to the purchaser (and eight of her neighbors) under ideal conditions.

Its creator, White Shield Corp., claims that the Living Catalogue re-

The Survey Says*

**Total Canadian
Retail Sales Up 55%**



**Ten years ago
\$10.4 billion**

*Source: Sales Management's 1952 and 1961 Survey of Buying Power.

on the *MOVE*

places the usual sales person with a desirable 2-hour window shopping show right in the house, making it extremely convenient and practical for the housewives to place their orders as the actual products are flashed before them on a screen in full color.

The company claims that the average sale per person taking part has been approximately \$14 as compared to an average sale of \$6 when a call was made with the printed catalog.



PROMOTION RATES SNIFFER

New York—The French National Assn. of Cognac Producers is locating a new clientele—in a specific consumer area it wishes to sell—by means of a unique new promotion.

The association sifts lists of recently promoted executives, then sends each man a cognac snifter monogrammed with his initials and accompanied by a letter of congratulations.

Recipients are selected from promotion announcements in the business pages of newspapers and industrial publications. To date, more than 500 executives have been so gifted.

Reception? Warm! Thank-you's have poured in from dozens of blue chip firms.

WANT TALKING DISPLAYS?

Cleveland—A minimum sales message of 7½ seconds or a maximum version of 60 seconds can now be built into your vending machine, store fixture,

industrial display or retail promotion display to deliver a recorded talk right at the point of customer contact.

Produced by Winston Associates, Cleveland, the low-cost (\$54.65) message repeater—called "POPA" for Point Of Purchase Advertising—offers an on-off device that permits sequential repeating of up to eight messages on a single tape. The tapes, incidentally, can be cut on a standard home tape recorder and easily changed by regular store personnel.

It can be operated by a coin slot trigger that delivers the message when coins are dropped in a machine; by body proximity (the presence of a person within four feet); a photoelectric eye; and so on.

AND NOW: VENDED SHAVES

Atlanta, Ga.—The "Five O'Clock Shadow" market will welcome the introduction of a new air-cooled, sterilized shaver called Shav Air. Available through vending machines located in public places, the machine provides four minutes of shaving time for 25 cents.

Housed in aluminum alloy cabinets 12 in. wide and 24 in. deep, the shaver is kept sterilized constantly by a "baking" operation produced by ultraviolet rays. When the coin is inserted, the ultraviolet rays turn off automatically and the adjustable mirror, lighted from behind, provides what is described as ideal shaving conditions.

The machine is actuated by air pressure, with vents all around the shaving head. On contact with the skin, air starts to circulate, setting up a suction which "lifts" the hair off the surface of the face. For those afraid that four minutes will provide only half a shave, a warning light goes on 30 seconds before the unit is ready to shut off.

SEAT BELTS GRABBING HOLD

Detroit—Public acceptance of seat belts—until now nonexistent—has jumped almost 10% over a comparable period in 1960, according to American Motors Corp.

A steady upward trend in seat belt orders since the beginning of the '61

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

THEY ALL HAVE

ONE THING IN COMMON—

FAST SERVICE

To effectively reach this
specialized market specify

FAST FOOD

for an advertising schedule



FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N. Y.



Marketing on the Move

(continued)

model year is expected to continue at an accelerated rate in 1962. The fact that all '62 models are equipped with seat belt attachments permitting easy and inexpensive dealer installation is expected to further stimulate owner interest.

American Motors contrasted this welcome acceptance of the seat belt to the almost complete rejection of the safety feature experienced at its introduction in 1949. Says Roy Abernathy, executive vice president, "Our experience demonstrates the prudence of the industry's optional approach to

the various innovations found today in automotive equipment."

SELL YOUR COMPANY TOO!

Chicago—Because so many products are so similar, advertising must create a feeling that the people who make the product are concerned about the consumer's well-being.

"You're throwing away your money when you don't sell your company along with your products," said Bernard J. Gross, executive vice president, Edward H. Weiss and Co., before a seminar of the American Management Assn.

"When you sell products alone, when your advertising and public relations are oriented only to products,

you're selling head-to-head. This is only 50% as effective as when you sell both head-to-head and heart-to-heart. And unless you are unquestionably the number one company in your field, your straight product advertising frequently sells your competitor's product as much as it sells your own product.

"It is not enough that your advertising convinces buyers that your product promises what it can really deliver. You must ask: does this look good on me—as a company? Can I be proud that my name is attached to what I said?

"These considerations require that when you prepare advertising, you keep a public relations point of view in the back of your mind."

Think **BIG** when you think of **PHOENIX**

FOR RESULTS, dial any business indicator in the **BIG** Phoenix market! Metropolitan Phoenix is one of the brightest spots in the nation—showing gains in ten of eleven business indicators. Fifty-seven cents of every dollar spent in Arizona **buys** in Metropolitan Phoenix—where, in 1960 retail sales totaled \$1,884,423,419; bank debits rose 16.5%; electrical connections up 7.5%; gas connections up 6.4%; telephones in service showed a 11.4% gain.

Home building is flourishing, too. Of all U.S. metropolitan areas, Phoenix ranked 8th last year in number of new dwelling units.

Penetrate this buying power with the one low-cost medium that does the big job. Daily metropolitan coverage, 90.5% (Arizona family coverage, 61.4%).



The Arizona
REPUBLIC

Morning and Evening
Combination

The Phoenix
Gazette

Write or Wire National Advertising Department,
Box 1950, Phoenix, Arizona
Represented Nationally by Kelly-Smith Co.

Two new ways to package purity: Breck picked METALAM® for greater impact at the point of sale. Stanley Home Products picked DURAFILM to emphasize the purity of Aquilaun as well as their Bubble Bath and Shampoo. Let creative packaging ideas make key sales points for you.



packages for performance

DOBECKMUN

Packaging ideas with more persuasive point and purpose—that's the vital extra ingredient that you always get from Dobeckmun. By applying creative ideas to METALAM—a lamination of aluminum foils, to films and papers—Dobeckmun creates vital sales impact while protecting food, cosmetics, and even precious medicines from air, light and moisture. DURAFILM is different! It lets purity shine through, yet this same tough, durable, moistureproof film helps to sell cheese, meat and even hardware! Find out more from your local representative or write to THE DOBECKMUN COMPANY, A Division of The Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.

“As well as I know how now”—



Old joke. Farmer to county agent: “I ain’t farming half as well as I know how now.” The old joker, if he ever existed, today works in a factory, or is on relief. Because competition and high costs have forced out the half-way farmer.

Farms are larger, represent a greater investment. Farming is steadily changing, requires new buildings, mechanization, efficient operation—and **SUCCESSFUL FARMING**. SF is not only read, but studied, clipped, filed, consulted again and again.

For the volume producer of field crops and livestock, SF is a work manual, crammed with case histories of planting, fertilizer applications, pest controls, silage and crop storage, breeding, feeding, materials handling, barn, pen, and feedlot layouts, marketing, housekeeping. It helps the farmer plan his plan, build and buy better, get better yields from every acre, every building unit, every working hour. It helps the farm family live better.

And because **SUCCESSFUL FARMING** has been helping the country’s best farmers for fifty-nine years, it has earned their confidence and respect—evident in the exceptional reception and response for the advertising in its pages.

With 1,300,000 selected circulation, SF represents one of today’s best class markets. Its farm subscribers earn 70% more than the national farm average. And twelve regional and state editions plus the national edition permit localized, seasonal, and special promotions, dealer support, product and copy testing.

If you want more action from your advertising, use **SUCCESSFUL FARMING**. Details from any SF office.



SUCCESSFUL FARMING . . . Des Moines, New York, Chicago, Atlanta, Boston, Cleveland, Detroit, Los Angeles, Minneapolis, Philadelphia, St. Louis, San Francisco.

SALES RESISTANCE MELTS



To clinch a sale or cement a business deal . . . use flowers-by-wire

FlowerPower brings in the order ... sell with flowers-by-wire

Businessmen, too, are deeply influenced by flowers-by-wire. For flowers have the power to reach into every heart, open every mind. They're always in good taste, always appropriate. And, they make your selling job far easier!

More and more business people use flowers-by-wire regularly—to extend congratulations for special achieve-

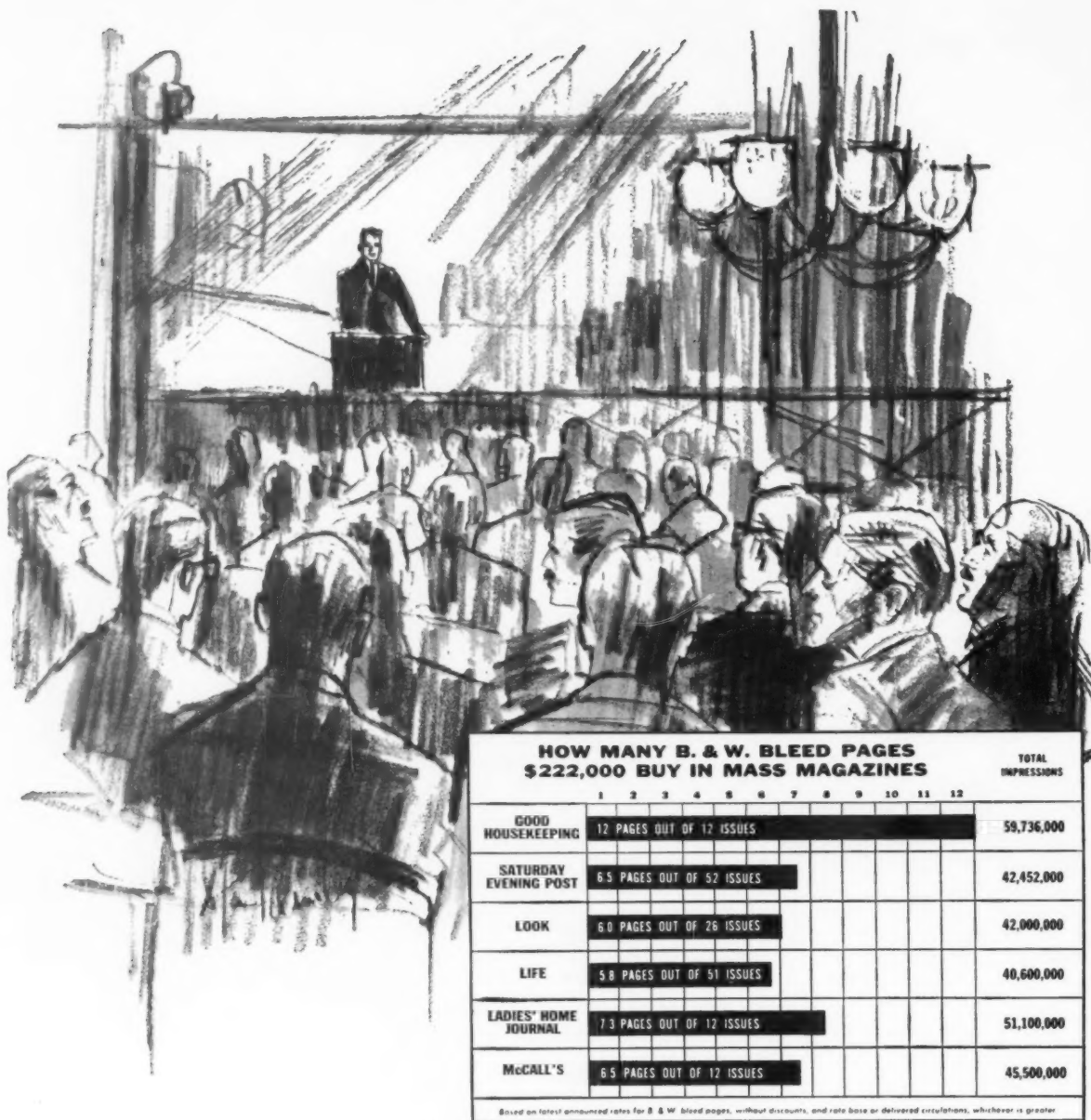
ment and to commemorate a special event or just to say "hello". Try the magic of *flower power* on your customers and see the difference. Have your secretary phone your FTD florist. Or stop in at the sign of the famous Mercury emblem and choose from the new flowers-by-wire catalog of suggested arrangements you can send anywhere.

Something warm and human and wonderful happens
when you send flowers-by-wire.

FLORISTS' TELEGRAPH DELIVERY



*This Emblem Guarantees
Quality and Delivery
—or your money back.*



Speaking of dollar efficiency...

To advertising men who are also business men, the big problem today is maintaining continuity in the face of rising advertising costs.

In reaching women, isn't it a happy fact that the worth-more magazine, the only true service magazine, is *also* the lowest cost, the most efficient?

Always a deeper, richer, more useful magazine, Good Housekeeping has attracted a more dedicated reader—better educated, more able to buy.

And because Good Housekeeping is worth more, women gladly pay more for it. It's the first multi-

million circulation magazine with a 50¢ price.

When readers pay an equitable share of publishing costs, advertising rates can be kept at sensible levels that permit continuity and advertising efficiency. See the chart above.

Today, a growing list of important advertisers are demanding continuity in their magazine schedules—and turning to Good Housekeeping to get it.

Good Housekeeping
Magazine and Institute



Marketing Newsletter

MARKETS

a rare chance
to get new business

Marketing has a tremendous stake in the revolutionary foreign trade program that the Kennedy Administration will seek from Congress next year. A tough political fight may be in the offing, but it would mean freer trade, lower tariffs, more accessible markets abroad. . . . The program would be more than a shot in the arm for our economy. It would be a massive attempt to prevent the building of competitive and mutually harmful trading areas in the free world.

For the marketer, this trade policy could be the key to vast new market opportunities—a new way to get new business, maybe a rare chance for rapid growth. . . . But an interested company must start studying foreign markets now, and explore the facilities and services available for making sales contacts abroad—the Commerce Dept., airlines, shipping lines, banks, consultants, embassies. This could be the gold strike of this century; pity the company caught napping.

MEDIA

national newspapers
are on the move . . .

A "new" advertising medium is beginning to take shape—the national newspaper. New entries are being made; others may follow—news magazines in newspaper format, with newspaper speed. . . . Of course, Christian Science Monitor has long been a national newspaper. But New York Times' move to the West, with an edition to be published in Los Angeles next fall, could be its first step toward going national. And Dow Jones' new National Observer, to appear Feb. 4, will be the first full-fledged national Sunday newspaper. It will be printed in Washington, carry a 25¢ pricetag, be aimed at home and family readership, but in no way be a Sunday edition of The Wall Street Journal. . . . For marketers, the national newspapers could be an ad medium on the rise—one to explore, to evaluate; to see how this medium meshes with over-all marketing objectives and plans.

. . . and a new channel
will hit hotel tv-viewers

A new TV channel in New York City will pinpoint the hotel audience. It will operate, starting in February, 18 hours a day on TV sets in some 75,000 mid-Manhattan hotel rooms. The channel, owned by Sterling Information Service, will provide a closed circuit guide to entertainment, shopping, weather, traffic, other things of interest to visitors. . . . Advertisers can buy one-minute spots, live or on film, to reach this ready-to-buy audience of businessmen and tourists.

ADVERTISING

another warning
on questionable ads

Always anxious to publicize its policing activities, the Federal Trade Commission is now launching a publication called "Advertising Alert." It's a monthly summary of FTC actions against advertisers and is intended "to acquaint businessmen and news media more fully with its enforcement work in the field of questionable advertising." . . . FTC originally planned to circulate it only among radio and TV

ADVERTISING

(continued)

licensees, but now hopes for broad business readership. It will be distributed free to all who seek it.

But broadcasters will get the new publication whether they want it or not. And they have received a strong hint from FCC that they had better pay heed or risk losing their licenses. FCC warned: "Should it come to this Commission's attention that a licensee has broadcast advertising which is known to have been the subject of a final order by the FTC, serious question would be raised as to the adequacy of the measures instituted and carried out by the licensee in the fulfillment of his responsibility, and as to his operation in the public interest." A clear warning indeed.

Even for those who watch FTC closely and do not need a monthly summary of its ad actions, "Alert" will be must reading. Each issue will contain at least one "general warning story" based on a current investigation. The first edition leads off with the tip that food freezer plans are getting "close scrutiny" from the Commission. . . . Write to FTC, Washington 25, D. C., to be put on the mailing list.

SELLING

'62 looks bright
for industrial marketers

Next year could be a good one for industrial marketers. That's the bright prospect offered by a recent McGraw-Hill survey of business' plans for new plants and equipment.

Manufacturers expect to increase capital outlays 7% in '62, spending a total of \$14.6 billion. And all industry, including transportation, mining, utilities, commercial firms, now plans to invest \$35.8 billion—4% more than in '61.

Almost all major manufacturing industries plan to increase capital investment next year. Note these figures: petroleum and coal—up 10% to \$3.06 billion; iron and steel—up 15% to \$1.33 billion; non-electrical machinery—up 6% to \$1.17 billion; fabricated metals and instruments—up 18% to \$1.06 billion; food and beverages—up 6% to \$1.04 billion; paper and pulp—up 6% to \$760 million; autos, trucks, parts—up 3% to \$700 million; textiles—up 10% to \$560 million; stone, clay, glass—up 8% to \$530 million; transportation equipment—up 7% to \$420 million. . . . But there's pessimism too. Electrical machinery makers plan to cut capital spending 9%, down to \$620 million. The chemical industry plans a 2% reduction in investment, to \$1.62 billion.

Manufacturers are equally optimistic about sales. They told McGraw-Hill they expect sales to increase 7% in physical volume. The anticipated increases: iron and steel—7%; non-ferrous metals—9%; machinery—7%; electrical machinery—5%; autos, trucks, parts—8%; transportation equipment—3%; fabricated metals, instruments—7%; chemicals—7%; paper, pulp—6%; rubber—8%; stone, clay, glass—8%; petroleum, coal—2%; food, beverages—6%; textiles—5%. Such optimism gives strong support for higher capital spending in '62.



Robert A. Fergusson, President, Rust-Oleum Corporation, compares exposure tests and advertising.

"Advertising...another essential kind of product exposure"

"Continuous exposure of our products to the elements helps us develop Rust-Oleum's line of protective coatings. Another kind of continuous exposure—advertisements concentrated in leading business publications—is an essential tool in selling our coatings in our prime markets. We use business publication advertising to cover the broad spectrum of American industry, and to penetrate selected vertical markets as well. Product exposure helps develop our products. Business publication advertising helps develop our markets. Both kinds of exposure are essential to Rust-Oleum."



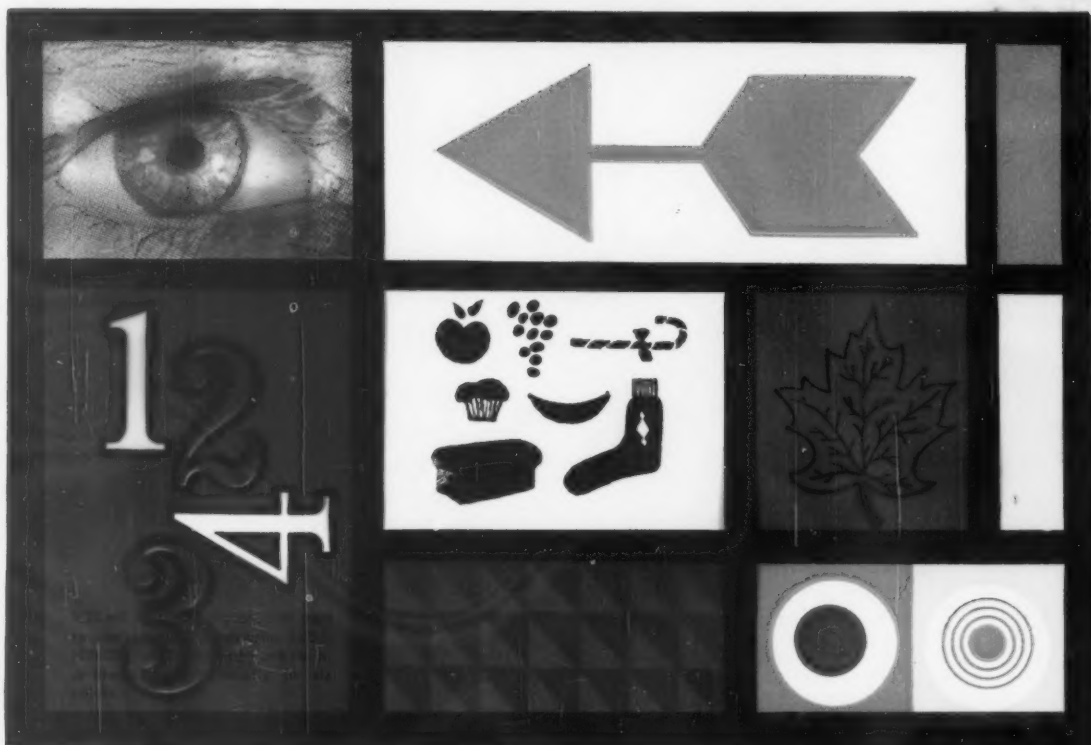
McGraw-Hill

PUBLICATIONS



McGraw-Hill Publishing Company, Inc. • 330 West 42nd Street, New York 36, New York

More than one million key men in business and industry pay to read McGraw-Hill publications.



Colorful Polyethylene

...offers powerful
sales advantages

Every color of the rainbow — from brilliant hues to subtle pastels can be printed on clear polyethylene film. Colorful designs, sales messages and product information on your packages produce attractive showcases that draw buyers to your products.

Polyethylene is economical. Polyethylene is the least expensive high clarity film you can buy. It can be printed economically at high speeds, with sharp registration and good ink adhesion. Add to this the soft, natural flexibility and durability of polyethylene and you have a versatile packaging material that offers you powerful sales advantages.

Colorful polyethylene packages are now being used for a host of applications, including produce, dairy, bakery, laundered shirt packaging, and soft goods overwrap. Packages can be formed on automatic machines . . . sealed by heat.

U.S.I. produces a number of PETROTHENE® resins ideally suited for producing packaging film of every type — clear or printed, thick or thin, tough or tearable, slippery or sticky. Extruders and converters make these films available in a wide range of thicknesses, with a combination of special properties to meet your every packaging need.

Discuss your packaging requirements with your film supplier. He'll be glad to recommend the type of polyethylene film best suited to your particular application.



INDUSTRIAL CHEMICALS CO.

Division of National Distillers and Chemical Corp.
99 Park Ave., New York 16, N. Y.
Branches in principal cities



Outdoor Studio at WDBJ-TV. New building is one of the largest and most modern in the South. Finest technical equipment — 316,000 watts e. r. p. — CBS affiliate.

WDBJ-TV BRINGS YOU THE NEWS ABOUT PACTOLIAN WESTERN VIRGINIA!



New Industries, like this H. O. Canfield Co., Inc. plant in Clifton Forge, are creating new prosperity in the WDBJ-TV coverage area.



New Recreational Facilities help stimulate business in the area. Ski slope at The Homestead, Hot Springs, Va., has snow machines to insure good skiing.

The prosperous, golden Western Virginia market keeps making news with its increased business and industrial expansion. Blanket this market with WDBJ-TV, Roanoke, now can reach over 400,000 TV homes of Virginia, N. Carolina and W. Virginia — in counties with a population of nearly 2,000,000. For higher ratings at lower cost, for powerful programming, for complete merchandising assistance, you're right to use Roanoke and WDBJ-TV.

Ask Your PGW Colonel For Current Availabilities

WDBJ-TV



Ch. 7



ROANOKE, VIRGINIA



IDEAS that make a wife the
hostess with the mostest compliments



- ★ DAZZLING DECORATIONS
- ★ GIFTS IN PRETTY PACKAGES
- ★ TURKEY, MINCE PIE, COOKIES, TAFFY
- ★ MAGIC MODELING GOOP
- ★ A PLAY FOR CHILDREN TO PERFORM

NOW 9 EDITIONS AND OVER 5,500,000 COPIES EVERY MONTH

THE FAMILY IDEA MAGAZINE

They spring at you from every page of Better Homes and Gardens... Ideas! Just glance through a copy. You'll find ideas about food, furnishings, building, gardening, travel and *purposeful puttering*—all compellingly presented to interest you, your wife, *anyone* who is wrapped up in family living.

Nearly 15 million adult men and women—*like that*—turn to the pages of BH&G month after month. Actually, during the year, a *third of America*—the family-centered, top-spending third—look to Better Homes and Gardens for ideas about what to do and what to buy for a happier family life, at home or away from home.

And all this makes BH&G a very, very profitable place for advertisers to display what they want to sell.

*Where America
shops for IDEAS
that make SALES*



AS that move folks to move
to homes of their own



IDEAS

that put the
"sweet" in home

IDEAS IN ACTION



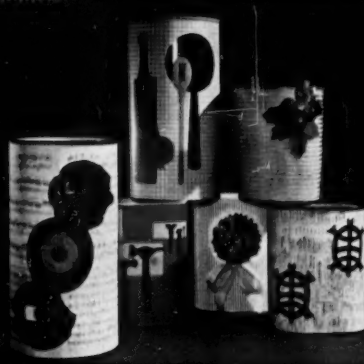
Toyland denizens of the deep!

Biggest little gifts we know—made from odd stockings or shaped bits of fabric, stuffed, and decorated with marine motifs. Copy the shapes in any size you desire. They'll add to your reputation as a past-master of giftsmanship.



Dreamy furniture for Dollsville!

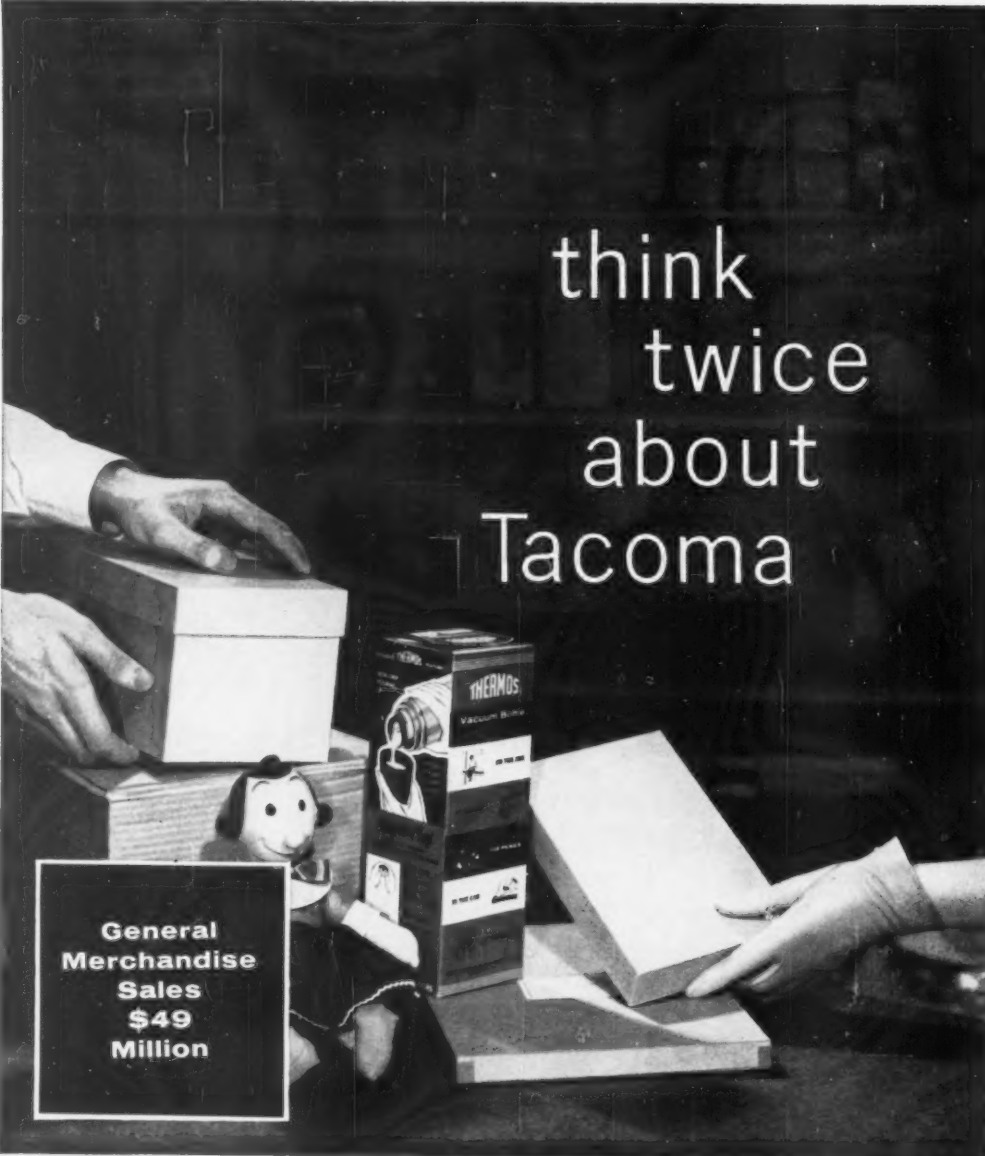
Simple materials and a little ingenuity furnish a doll house in lavish style. For the bedroom—a canopy bed. Use a cigar box for the frame, clothespins to support the canopy. Make a bedside table from empty spoons. Try a flower arrangement in a thimble.



Fun to assemble— fun to give!

Wastebaskets! Buy them unadorned. Cover with paper, wallpaper, music paper, even newspaper is smart. Glue on personalized motifs that reflect the interests of friends and family.

Planning a promotion in the Pacific Northwest?



think
twice
about
Tacoma

**General
Merchandise
Sales
\$49
Million**



Washington State's Puget Sound Circle is a vital, growing, concentrated market. In selling this market, your distribution, sales, and merchandising forces cover both Seattle and Tacoma. Your advertising must do the same. That means Tacoma is an essential buy on every Pacific Northwest newspaper schedule!

- 1.** Tacoma *must* be covered if you want full selling effectiveness in the Puget Sound Circle—biggest market north of San Francisco.
- 2.** Tacoma can be covered only by the Tacoma News Tribune—delivering 82.1%* coverage of the metro area. No outside daily (or combination) can provide you with merchandisable coverage in the Tacoma market.

*Newspaper Rates and Data

TACOMA NEWS TRIBUNE—An "A" schedule *must*. Circulation now more than 87,000.

Ask the man from Sawyer-Ferguson-Walker Company.

EXPENSE ACCOUNTS

Will Congress Go Too Far?

Washington lawmakers are planning drastic changes in the ground rules affecting expense accounts. Every sales executive and his salesmen would be affected. Even sales practices in entire industries would have to be altered. Here's the lowdown on how the key authors of the tax laws will try to change business' tax deductions on ... Entertainment ... Travel expenses ... Club dues ... Business gifts.

By BERT MILLS
Washington Editor

Early next February the House Ways and Means Committee expects to report a tax reform bill which if enacted will have a drastic effect on selling practices of every company. Moreover, the odds favor passage of a tough bill, unless the business community screams a lot louder than it has up to now.

The pot has been boiling so long on business expense deductions that sales executives tend to shrug off the latest threat. This attitude may prove costly, both to companies and to individuals, because present plans call for new restrictions to take effect January 1—despite the fact that final passage of a new law cannot come for several months thereafter.

This retroactive effect is no pipe dream. It is set forth in black and white in an official document published last September by the Ways and Means Committee. The Commit-

tee said: "These amendments relating to entertainment and traveling expenses are to apply to taxable years ending after December 31, 1961, but only with respect to periods after that date."

Here is a summary of these prospective amendments:

1. With a few specific exceptions, entertainment expenses would not be deductible unless "the taxpayer establishes that such item was directly related to the production of income and was not merely for good will."

2. All club dues and fees would be ruled out as deductions.

3. Business gifts would be deductible only up to \$25 per recipient per year.

4. All entertainment and travel expense deductions would have to be substantiated in detail.

5. Instead of being allowed to deduct the "entire amount spent for

meals and lodging" while in a travel status, travelers would be restricted to "a reasonable allowance for amounts spent for meals and lodging."

It should be understood that this is not the AFL-CIO's tax proposal, or the platform of any anti-business crusader. It is the considered judgment of a group of 25 men who are the principal authors of tax legislation.

There could be changes made in the tax bill. The bill is supposed to be undergoing "perfecting" this fall. Ways and Means will vote again next February, before formally reporting a bill. But unfortunately it looks as if any changes on business expenses will be in the direction of toughening rather than easing. Counsel for the committees indicated as much.

It should also be understood that tax bills are usually passed by the House without any change. The bill approved by the Ways and Means

EXPENSE ACCOUNTS

(continued)

Committee is normally considered under a "closed rule" which forbids all amendments. Thus, for all practical purposes, since tax bills are rarely defeated, decisions of the House committee are final in the House.

So if things happen according to schedule next year, by Washington's Birthday the House will have completed action on taxes. Another fact to consider: the House is far more conservative than the Senate, so hopes of repairing House mischief by Senate amendments are not high.

In fact, it was a small band of Senate liberals, led by Senator Paul H. Douglas (D., Ill.), who started the agitation over expense accounts several years ago. Senator Douglas does not think the House bill is tough enough, and he can be counted on to strive for even tighter restrictions.

Senator Douglas is a member of the Senate Finance Committee, which will have custody of the tax reform bill after House passage. This group, headed by Chairman Harry F. Byrd (D., Va.), used to be a conservative stronghold, but no longer. Senator Byrd is sometimes outvoted and finds himself in his committee's minority.

Small Part of Whole

Getting back to the bill itself, only six out of 129 pages deal with business expenses. It is an omnibus proposal with ten sections, only one of them pertinent to this article. Other major subjects covered include depreciation, foreign income, dividend withholding, etc. While the deductibility question won't quite get lost in the shuffle, it is only a small segment of the whole.

Nor is there any secret about terms of the bill. In fact, in its present form it is called a "discussion draft." It was released in this unusual form for the specific purpose of stimulating comment. Anybody interested can buy a copy from the Superintendent of Documents for 55 cents. For another 20 cents, the same source will supply a 54-page "General Explanation of Committee Discussion Draft of Revenue Bill of 1961."

Exceptions to the proposed ban on

entertainment expenses not "directly related to the production of income" are spelled out in some detail in the bill itself, and are clarified by the "Explanation." Here is the list:

Deductible Expenses

1. "A reasonable allowance for food and beverages furnished under circumstances which are of a type generally considered to be conducive to a business discussion."
2. Expenses of food and beverages furnished on the taxpayer's premises primarily for employees. (O.K. on company cafeterias.)
3. Expenses paid by a company for goods, services, and facilities which are treated as compensation to an employee, and from which income tax is withheld.
4. Expenses incurred by an individual for his employer, client, or customer, if reimbursed by employer, client, or customer.
5. Recreational and social activities and facilities furnished by a company to employees. (O.K. on company swimming pool, baseball diamond, company picnic, office Christmas party.)
6. Costs of meetings of employees or stockholders.
7. Costs of direct expenses of attending "a business meeting of any organization, such as a trade association, chamber of commerce, real estate board, etc." which is exempt from tax.
8. Costs of goods, services, and facilities "made available to the general public either free of charge or for a nominal charge." (O.K. to sponsor TV, buy newspaper ads, etc. It's also allowable to maintain a public park, and to distribute free samples of goods.)

That is the end of the list of exceptions to the general ban on deducting entertainment costs "not directly related to the production of income." (If you, dear reader, think the Congressmen have forgotten a few vital exceptions, SM agrees with you and invites you to write your Congressman in high dudgeon and great haste. Better still, go see him if you can while he is home on vacation.

'Good Will' Not Enough

What about night club entertainment, World Series seats, fight ducats? It appears to be a case of you pays your money and takes your chance on being able to prove that the cost is "directly related to the production of income"—not just for good will. The bill itself doesn't mention cabarets or baseball or boxing. The pertinent paragraph reads in full: "Expenditures Disallowed Where Directly Related to Income—Except as provided in Subsection (d) [the eight exceptions listed above], no deduction otherwise allowable under this chapter shall be allowed for any item with respect to an activity which is of a type generally considered to constitute entertainment, amusement, or recreation, or with respect to a facility used in connection with such activity, except to the extent that the taxpayer establishes that such item was directly related to the production of income and was not merely for good will."

If that is not entirely clear, try for size this quotation from the "Explanation" which interprets the words above: "The effect of this provision will be to deny expenses for entertaining guests at night clubs, theaters, country clubs, prize fights, hunting and fishing trips, etc., unless the taxpayer can show that the incurring of such expenses was directly related to specific attempts to obtain or continue business (whether or not the attempts were successful)."

The official interpretation continues: "The expenses will not be deductible if they are made merely in the hope of creating friendships or obligations which may or may not lead to business in the future. Thus, the incurring of entertainment expenses such as those referred to above, where there are large groups or where there are distractions which are not likely to be conducive to specific business discussions, will be suspect unless the taxpayer can show they are related

to specific business activity and not merely to good will. This will also be true of deductions for such facilities as yachts, hunting lodges, and fishing camps.

"The good will factor referred to above may be a significant factor without resulting in the loss of deductions so long as the expenses are not 'merely' for that purpose and there are other significant reasons, directly related to obtaining business, for incurring the entertainment, etc., expense."

Where does all that verbiage leave matters? For one thing, it makes unmistakably clear that the House Ways and Means Committee is unequivocally opposed to buying "good will" at government expense. But does it really provide a better test for separating the legitimate from the illegitimate, better than the "reasonable and necessary" rule in effect all along?

What is "good will" anyway? Is it really possible to draw a legislative line between expenses "directly related to the production of income" and costs incurred "merely for good will"?

It is obvious that an attempt has been made to establish a line of demarcation between, for example, the quiet restaurant without a floor show, and the noisy night club with "distractions that are not likely to be conducive to specific business discussions."

The truth is, of course, that the Ways and Means Committee, having been prodded by the Administration which was in turn jabbed by certain anti-business forces, has tried to sail a straight course in a very rough sea. Night clubs symbolize waste and frivolity, therefore they are bad. But some understanding of the nature of things compels the realization that sometimes business is done in niteries. So no flat ban is suggested, only a sort of challenge that says: "You will have to prove that night club expenses are legitimate deductions."

Suspect but not Verboten

Yachts are another symbol. A few "horrid examples" of business expense deductions involving boats have received wide publicity. Therefore there must be a crackdown on yachting deductions. President Kennedy, a yachtsman himself, and, like all his predecessors, at taxpayer expense, proposed a flat ban on deductibility of yacht-

ing costs. But the committee realized in its wisdom that legitimate business is sometimes transacted while afloat. So yacht expenses would be made "suspect," but not quite verboten. (As a matter of fact, they have been suspect for a long time and will continue to be even without a new law.)

Most of what has appeared previously has dealt with entertainment expenses, which is only one of five areas covered by the proposed amendments. The second is club dues and fees. A single sentence in the bill would render totally non-deductible "dues or fees to any social, athletic, or sporting club or organization (except dues or fees paid by a professional athlete for the use of athletic facilities essential to the conduct of his trade or business)."

Is It 'Social'?

This language is plain enough as far as it goes, but it does not go very far. What about dues to a sales executives club, an advertising club, a press club? Would such essentially professional organizations be considered "social"? The "Explanation" contains no clarification and there is an obvious need for just that.

Another single sentence disposes of business gifts, saying: "No deduction shall be allowed . . . for gifts made directly or indirectly to any individual to the extent that such expenses, when added to prior expenses of the taxpayer for gifts made to such individual during the same taxable year, exceed \$25." The Administration proposed a \$10 limit but Ways and Means decided to be a bit more generous.

The provisions on substantiation of deductions are of key importance, especially in view of the prospect that any law will have retroactive effect. The bill would disallow deductions "unless the taxpayer substantiates by adequate records or other sufficient evidence the amount of such expense or other item, the time and place of the travel, entertainment, recreation, or use of the facility, the business purpose of the expense or other item, and the business relationship to the taxpayer of persons entertained or using the facility." (The apparent reference to plumbing is just an accident.)

This seems reasonable enough and little more than the careful taxpayer has been doing all along. However,

the language would make an important change in present law. Way back in 1930, the U.S. Court of Appeals rendered a landmark decision in a case involving the late actor George M. Cohan. Hundreds of subsequent cases have been decided on the basis of this precedent, which would be repealed by the bill language cited above.

The Cohan doctrine is that where the evidence indicates that a taxpayer has incurred a deductible expense but its exact amount cannot be determined, the court must make "as close an approximation as it can" rather than throw out the deduction completely. The bill would reverse the decision, make obsolete all the precedents. If a taxpayer could not prove he is entitled to every penny of a deduction, the entire item would be disallowed. This would be a drastic change indeed. In addition to proving costly to those charged with excessive deductions, it would give Internal Revenue Service a giant-size club with which to induce reasonableness from every taxpayer claiming deductions.

Lavish Living on the Road

The fifth and final change proposed by the bill relates to meals and lodging while traveling. The present law permits deducting "the entire amount expended." This would be revised to "a reasonable allowance." The committee's "Explanation" does not reveal intent of this change but apparently the aim is to discourage lavish living while on the road. This provision got in the bill because President Kennedy proposed a \$30-a-day limit, seeking to outlaw deductions for \$100-a-day hotel suites and \$20-a-plate dinners. The committee decided against a dollar limit but agreed to make sure travel costs were "reasonable." If enacted, this word will take some defining by interpretation.

There will be hearings on the House side on this bill in 1962. They were already held, on the original Kennedy proposal, last summer. Testimony from over 400 individuals and organizations was received. The record runs to more than 3,600 printed pages, in four volumes. Maybe the reason Congress deferred passage of a tax bill until next year is nobody had time to read the record. A fast reader might plow through it in less than a month. ♦

Top Firms Prove

In adversity . . . advertise harder.

A lot of big advertisers prove that it pays.

In two years the 100 largest national advertisers of 1960 expanded their combined expenditures in measured media 17%—from \$1.440 billion in 1958 to \$1.684 billion.

At the same time, nearly half of this entire group—48, to be exact—stepped up their expenditures by more than 20%.

Six of them, in fact, at least doubled advertising

expenditures in the 2-year period: American Motors, Texaco, Studebaker-Packard, Alberto-Culver, Dow Chemical and CBS.

Only three of the faster-expanding 48—Swift & Co., Kaiser Industries and Reynolds Metals—failed to increase sales in 1960 from 1958 levels.

On the other hand, 16 of the 48 increased sales by 20% or more in this difficult period: General Motors, R. J. Reynolds Tobacco, Miles Laboratories, American Motors, Texaco, Hunt Foods &

Proof of the Power of MORE Advertising

Advertiser	Advertising Expenditure (in millions)		Gain	Sales Volume (in millions)		Gain
	1958	1960		1958	1960	
General Motors	\$92.4	\$122.2	32%	\$9,500	\$12,700	34%
General Foods	52.7	65.0	23	1,008	1,087	8
Amer. Home Products	38.7	54.8	42	375	447	19
R. J. Reynolds Tobacco	28.2	34.2	21	641*	796	24
Philip Morris	20.2	25.8	28	278*	330	19
Campbell Soup	15.3	21.5	41	501	516	3
Du Pont	14.6	20.1	38	1,800	2,100	17
Miles Laboratories	14.3	19.7	38	63	82	31
Westinghouse Electric	12.1	16.5	36	1,900	2,000	5
National Biscuit	12.2	16.2	33	413	452	9
American Motors	6.2	15.7	153	470	1,000	113
Eastman Kodak	12.7	15.6	23	829	945	14
Texaco	7.0	14.9	113	2,300	3,000	30
American Telephone	10.0	14.1	41	6,800	7,900	16
Hunt Foods & Indus.	10.0	13.2	32	121	325	169
Standard Oil (N. J.)	9.3	12.4	33	7,500	8,000	7
S. C. Johnson	8.9	12.0	35	(not revealed)		
Swift & Co.	7.6	11.2	47	2,600	2,400	— 8
Wm. Wrigley	6.9	10.8	56	91	101	11
United States Steel	8.6	10.8	26	3,400	3,700	9
Studebaker-Packard	4.1	10.2	149	115	323	181
Schlitz Brewing	7.8	10.0	28	(not revealed)		
Alberto-Culver	2.7	10.0	270	5.2	14.9	187

(*) Sales figures do not include excise taxes

'It Pays to Advertise'

Industries, Studebaker-Packard, Alberto-Culver, Firestone, Dow Chemical, Richardson-Merrell (formerly Vick Chemical), Sperry Rand, Union Carbide, Bayuk Cigars, Minnesota Mining & Manufacturing, and Plough, Inc., drug products, etc.

Among these 16, four—American Motors, Hunt Foods & Industries, Studebaker, and Alberto-Culver—more than doubled sales. Four others—American Home Products, Philip Morris, Du Pont

and Armstrong Cork—expanded sales nearly 20%.

Five more among these hardest-hitting major advertisers are privately owned and do not reveal sales-trend figures. Three of these—S. C. Johnson (waxes, etc.), Block Drug and Hamm Brewing—are believed to have expanded their volume substantially in this period, while the fourth—Schlitz Brewing—at least held its own. Still another—Nestle—which is “owned abroad”—made sales progress.

LMH

Advertiser	Advertising Expenditure (in millions)		Gain	Sales Volume (in millions)		Gain
	1958	1960		1958	1960	
Ralston-Purina	\$5.7	\$9.3	63%	\$494	\$510	3%
Nestlé	7.2	9.2	28	(not revealed)		
B. F. Goodrich	5.2	9.2	77	697	765	10
Aluminum Co. of Amer.	5.8	8.9	53	753	861	14
Firestone	6.3	8.7	38	1,000	1,200	20
Scott Paper	6.5	8.4	29	285	313	10
Dow Chemical	3.0	8.1	170	636	781	23
Richardson-Merrell	4.8	7.8	63	107	132	23
Armstrong Cork	5.6	7.8	39	250	292	17
H. J. Heinz	5.7	7.3	28	294	340	16
American Chicle	5.3	7.0	32	64	70	9
Beech-Nut Life Savers	5.2	7.0	35	115	118	3
Sperry Rand	5.3	6.8	28	864	1,100	27
American Cyanamid	5.3	6.6	25	525	578	10
CBS	3.0	6.4	113	412	465	13
Kaiser Industries	4.7	6.4	36	251	240	— 5
Union Carbide	4.7	6.3	34	1,200	1,500	25
California Packing	3.9	6.1	56	325	353	9
Bayuk Cigars	3.0	5.8	93	40	50	25
Sears, Roebuck	4.7	5.8	23	3,700	4,100	11
(natl. advg. only)						
Reynolds Metals	3.2	5.7	78	446	439	— 2
Block Drug	3.7	5.6	51	(not revealed)		
Minn. Mining & Mfg.	3.3	5.4	64	376	550	46
Hamm Brewing	4.0	5.4	35	(not revealed)		
Plough	2.9	5.2	79	32	46	44

PLAS

The Hottest Thing

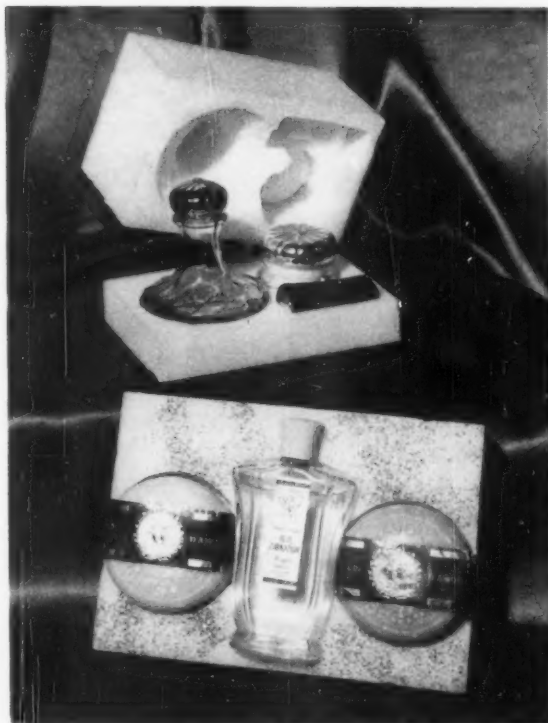
The same marketers who yesterday rejected plastic packaging today are scrambling to beat their competitors to the market place with it. And everything points to a bigger rush ahead.

The role of plastics in packaging is deceptive. While actual penetration of the total consumer market is just over 4%, plastics' influence rises far out of proportion to that figure, and the future of packaging seems to lie more and more with plastics.

Through both infiltration and open battle, plastics alone or allied with other materials have occupied many packaging markets already. Plastics' estimated growth is better than 8% compounded per year, and their share of the packaging market is expected to double by 1965.

The plastic-packaging relationship also illustrates a reverse dependency. D. R. Mahaney of the Plastics Division, Monsanto Chemical Co., points out that of the 6.1 billion pounds of plastics produced in 1960, over 450 million pounds, or close to 7.5%, was used for packaging film, containers or coatings. The production of plastics is expected to reach 9 billion pounds in five years, with packaging uses up to 14%. Plastics need packaging just as much as they are needed by packaging.

An oblique but important indication of this dominance is the entry into the plastics field of companies which were formerly associated with competitive materials. (Some of the drawbacks of



PACKAGED PLATFORM, of Dow Styrofoam, is rigid, lightweight, and is precisely fitted to protect fragile toiletries.

this bandwagon effect will be discussed later.)

Why have plastics made such an extensive impression on packaging? Why will the sixties probably see a fantastic exploitation of initial conquests?

Simply this: plastics can make an equivalent package, or a better package (or one that other materials can't make), and very often they can

TICS

in Packaging

make it more cheaply than competitive materials.

The last is expected to become an increasingly significant consideration in this decade. While aluminum, for instance, has increased its price 86% from its 1947 base figure, polyethylene's price has decreased 42% from the 1947 base. The same trend holds true with tinplate, glass and other packaging materials when contrasted with plastics.

The "profit squeeze" means cost cutting; consequently there is a search by industry for packages that will push volume higher and yet be economical. Plastics offer this promise.

Other factors that point up the growing importance of plastics in packaging:

- The boom in self-service is expected to intensify, putting greater emphasis on the package as a point-of-purchase salesman.
- A growing population and growing discretionary spending will make more packages necessary, and more money available to pay for quality packages that provide the difference, whether it be in style or convenience, whether expressed in a pouch (water-soluble for detergents or a boil-in bag), an aerosol container (from perfumes to powders), or a bottle (from detergents to shampoos).
- Advances in processing products, especially food, will result in a demand for packages that are just as advanced. Individual (or loose) freezing of vegetables and fruits and freeze drying (a dehydrating process whereby food can be stored indefinitely without refrigeration and without losing taste or nutritional components) are two recent developments that still offer a challenge to plastics packagers.

(turn page)



BLISTER PACKAGE for hardware items is opened and closed by rotation. It's thermoformed of Eastman Tenite Butyrate. Hole in cardboard backing permits package to be hung up.



HEAT-AND-SERVE frozen food tray is made of high-density polyethylene (Marlex). Hermetic sealing prevents dehydration. High market penetration is expected of the package.

PLASTICS

(continued)

• Packaging equipment and materials are steadily improving, which means manufacturers can be more demanding and choosy, and package designers can have greater freedom of expression.

Which brings up the question of who is responsible for innovations in plastic packaging? And is enough being done?

Not enough, according to at least one expert, Charles Finsilver, vice president and director of package planning for Lippincott & Margulies, Inc., industrial designing firm. "Although a few companies are making a major effort to find new uses and applications of plastics," he says, "too many other companies have diversified without depth, so plastics are little more than a selling point. The innovations usually come from the little guys struggling to get ahead, who have the know-how and are willing to take the pains. The smaller companies, which specialize in plastics, are receptive to new ideas and new designs. They couldn't be more cooperative toward us, while a huge company with a plastic line often drags its feet. It's not that we want the impossible, just the new."

"The glass companies were pushed into plastics and they still view new materials through 'glass eyes.' The same is true of the bag industry, which is characterized by tradition, old thinking and old

ideas. After sitting tight and losing out to plastic films, it finally made the jump."

Yet it also seems true that a designer who knows what he wants, and wants it badly enough, succeeds in his plastic designs. An example is Maxwell Rogers of Avon Products, Inc., who has used plastics to their limit in a children's line that includes bubble baths bottled in whales, submarines and telescopes—all blow-molded of polyethylene—and also in a cosmetics line that uses aerosols, uniquely designed closures and combination packages.

Yet it was no easy task. "Many times we were told it was impossible to execute our designs," recalls Rogers. "But we would fight to have them made."

Rogers feels that there is a growing tendency toward too many products being housed in plastics, a development which may hurt the cosmetics industry's use of it. "Remember, glass is still important," he says. "You can see liquids clearly, and there is a sparkle and freshness that is difficult to achieve in plastics. For instance, the fact that it may be cheaper to ship in a plastic bottle is not enough reason to use it."

In moving beyond conformity in packaging, Rogers has followed one basic rule: don't look at





BLOW-MOLDED polyethylene bottles, designed by Maxwell Rogers for Avon Products, are top-sellers in children's toiletries line.

competition's packaging when you are thinking of a new design. He considers the children's line the most difficult challenge, yet it is there that he has probably made his most telling uses of plastic.

Plastic Films

The individualized characteristics of the various flexible films usually make it possible for the manufacturer to find one that will exactly fit his requirements. This is reflected in the way films are sweeping the packaging industry.

Modern Plastics magazine sees a growth of polyethylene films, for instance, from their present total of 350 million pounds used in packaging to 600 million pounds by 1965.

In the breadwrap field alone, the 1961 demand for polyethylene in the U.S. is far ahead of earlier estimates, according to the sales director of a major supplier. "As recently as the beginning of the year," says Vincent D. McCarthy of U.S. Industrial Chemical Co., "this market—which consumed about 3 million pounds of film in 1959 and



PLASTICS

(continued)

6 million pounds last year—appeared to have a demand potential of 8 to 10 million pounds in 1961. We now estimate 1961 demand for polyethylene breadwrap to be no less than 20 million pounds, and perhaps as high as 30 million pounds.”

Generally, it is expected that the greatest growth in all plastics packaging will be in bakery products (bread and rolls). This trend is based on lower prices (compared to cellophane) and the development of wrapping equipment that can inexpensively handle the film. As Monsanto Chemical's Mahaney points out, an important criterion in packaging any product is the total packaging cost, not just the film price. If rewraps and cripples are common, the material-cost saving will be lost. He says that many bakers are able to wrap bread in polyethylene at a rate of rewrapping comparable to wax paper and cellophane.

The largest current single application of polyethylene film, however, is reported to be in the produce field, accounting for more than a third of the 1960 polyethylene film total. Stores themselves have handled much of this packaging (via plastic bags, filled and closed by hand), but the trend is towards grower and terminal level pre-packaging by automatic and semi-automatic machines.

The advantages of film for produce—reduction of damage, spoilage and shrinkage—combined with the surge of self-service and impulse buying, make possible a forecast that 127 million pounds of polyethylene will be used for this purpose by 1965.

The deepest market penetration that plastic film has achieved so far is in the dry cleaning and

laundry industry, where it is reported that eight out of ten dry cleaned garments are bagged in polyethylene. Shirt wrappings account for even more film. This market is still expected to be the third largest outlet for polyethylene in 1965.

Film is also expected to make an increasingly strong impression in the paper products market. With penetration estimated at 28% in 1960, in five years it should be close to 60%.

Other areas in which film will be making a stronger showing are in meat, poultry and fish packaging, toys, hardware and houseware items, soft goods, cereals, candies and gum, and cigarettes (film offers greater economy than cellophane, but there are some technological problems that must be solved).

Loose, or individually frozen fruits and vegetables also represent a market that has hardly been touched by plastic film. Apparently three problems have existed: some vegetables turn color after exposure to light which penetrates the film bag; filling equipment rates are still not considered adequate; breakage of film at low temperatures was a problem when the bags were initially introduced.

Blow-molded bottles have in a short time taken over 90% of the liquid detergent market, and the same can be expected in other household products—bleaches, fabric softeners, starches, ammonia and polishes.

These containers, made of high-density polyethylene (genuine “squeeze” bottles are constructed of low-density polyethylene), are expected to increase in the next five years to the point where 3 billion may be produced annually. The current rate of production of all kinds is almost a billion yearly.

Although it seems sudden, the transition of detergents from glass or metal containers to plastic is the result of several stages of development.

(continued on page 82)



Outlook for '62

\$22,000,000,000

More Spending Money

Personal disposable income in 1962 will be 6% greater than the \$365 billion in '61. GNP will be up 7.9%. That's the estimate of SM's Future Sales Ratings Board, which was practically on the nose in predicting the shape of things to come in 1961.

By PETER B. B. ANDREWS
Chairman, Sales Management's Sales Ratings Board

American business in 1962 will reach the highest level in history. This will reflect a rise in spending by (1) consumers, who will experience record-high employment and disposable incomes; (2) businessmen, whose profits will reach peak levels, and (3) Federal, state and local government under heavy pressures of defense and civilian needs.

This is the consensus of the Board of Analysts of Future Sales Ratings, which visualizes for the year '62 total spending in the United States (gross national product) of \$562 billion, a great new peak—up 7.9% over the estimated \$521 billion of 1961. At the beginning of this year the board's consensus indicated a 3% GNP increase in '61. The actual increase is expected to be about 3.4%. Moreover, at the beginning of '61 the board indicated that personal consumption expenditures would total \$339 billion. Currently, the actual total is expected to be almost exactly \$339 billion.

For 1962, the board foresees personal consumption expenditures of \$360 billion, a gain of 6.2% over 1961's total of \$339 billion (which compares with \$329 billion in '60).

Disposable income of the public is expected to reach \$387 billion for '62, a 6% rise over the \$365 billion estimated for the full year '61 (which compares with \$352 billion reached in '60).

Consumer Spending Going Up

Under the leadership of autos, durable goods are expected to show the largest percentage sales gain in '62—up about 11.9% to \$47 billion, which would compare with \$42 billion estimated for the full year '61 and \$44.3 billion actual for '60.

Consumer spending for services is expected to boom along to further highs of approximately \$150 billion in '62. That would be a rise of 6.4% over the \$141 billion estimated for '61, which compares with \$132 billion for '60.

Non-durables are expected to show the smallest increase, up about 3.9% to \$162 billion. This continues to comprise the largest single division of consumer spending, though services (with a much sharper rate of increase in recent years) is rapidly closing in. The estimated \$162-billion spending for non-durable goods in '62 would

compare with \$156 billion in '61 and \$152 billion in '60.

Thus, the long-hoped-for increase in consumer spending is expected to materialize importantly in the coming year in all three important divisions of consumer spending, with the lag-gard durable goods sector finally coming through with impressive gains. Psychologically, the situation in consumer spending is expected to be aided by new high levels of employment; growing convictions that a new world war will not break out, though tensions will continue; and major new highs in advertising and promotional expenditures for the many fine 1962 lines of products.

Business Spending Impetus

Not only will businessmen be spending more money than ever in advertising and selling, but they will be spending it in other vital sectors which will bolster the economy. As consumer demand and confidence grow, businessmen are expected to step up the current pace of inventory accumulation. For the full year 1961, a gain of about \$2 billion is expected in inventories. For '62 the rise in inventories

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is expected to approximate \$6 billion—a stimulating jump of \$4 billion over the '61 gain.

Plant and Equipment Outlays

There has been a great deal of talk lately about the fact that unless businessmen step up their spending for new plant and equipment, the coming year will be a flop. At this point there seems to be no doubt that spending for producers' durable equipment will experience a sharp rise in the coming year.

Cogent reasons are: (1) keen domestic and foreign competition and need for modern machinery, (2) fast current and prospective population rise and growth of the nation, (3) encouragement from the Federal Government through forthcoming depreciation easing for tax purposes, (4) record-high profits of corporations, and (5) businessmen's strongest financial condition in history.

Recoveries from business recession are always accompanied by renewed expansion of plant capacity. In this case of continued recovery from the recession of '60 and early '61 the expansion will be sharpened by the expectation of boom years ahead as the marriages of World-War-II and post-World-War-II babies bring new demands for hundreds of consumer products and more manufacturing capacity.

Depreciation Laws Studied

Much is made in some economic quarters of the large excess plant capacity existing in this country. However, a good deal of this is not modern and therefore is relatively unprofitable to operate in today's murderously competitive economy. There may be as much as 50% of American plant capacity that, by the new international standards, is obsolescent or obsolete.

The Federal Government is aware of this and is studying ways of making the Internal Revenue Service schedules for depreciation more realistic. The study of depreciation methods, which has been under way for more than a year, is continuing on an urgent basis. It has already borne fruit in the new "lives" for textile equipment, representing a general reduction of 40% from previous levels.

Growth Patterns Changing

The past economic growth of our nation has been one of the economic

marvels of the world. Lately, however, other countries have been outpacing us. All through the '50's our average annual growth rate was less than 3.5%, compared with 4% to 6% for most of the countries of Western Europe, 6% to 7% for the Soviet Union, more than 7% for West Germany, and for the last half of the decade more than 9% for Japan.

Recent capital expenditures (other than for housing) follow the same pattern: for the U.S. a drop from 12.5% of gross national product in '48 to 9.5% in '60. For Western Europe there was an increase from 13.3% in '51-'55 to 15.1% in '56-'60. These figures (of which the Federal Government is well aware) show a close relationship between investment and economic growth. Expanding the productive base, or improving its efficiency, or both, should lead to higher output.

Balance of Payments Problem

There is growing realization among our Federal administrators that large-scale modernization of machinery and equipment is vital to a long-term solution of our newest economic problem bound up in the phrase "balance of payments." If the U.S. is to finance the maintenance of our military forces overseas, as well as finance our investment abroad, we must sell more merchandise abroad than we buy—at least \$6 billion more.

This places a high premium on the competitive position of U.S.-based production in relation to foreign manufacturing. The simple truth is that our country is depending, to a large extent, on the aggressive, competitive drive of American business to meet the underlying problem behind our balance-of-payments deficits without diminishing our national security and world position.

The State of Business

Aside from feeling the need for up-to-date, competitive production facilities, businessmen are concerned that delay could result in additional costs, as the labor and materials markets rise. The advance of about 1.4% in total construction costs in '61 is expected to be amplified in '62, when a further rise of more than 2% in building costs is anticipated.

The good financial condition of business is a keenly motivating reason for expansion, too. Corporation profits

FUTURE SALES RATINGS . . . for Dec., 1961

In the 116-Industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

Key to Relative Size Ratings

(By Industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

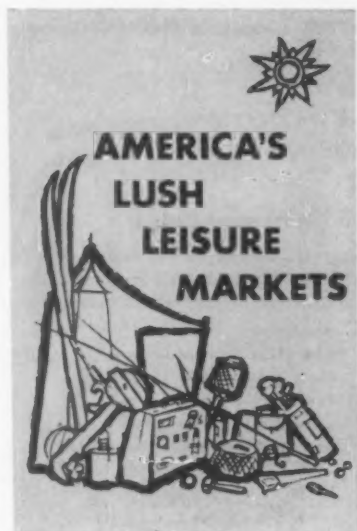
(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

How to Read the Table:

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★★	★★★★★	Luggage	G	★★★	★★★★
Air Conditioning	A	★★★★★	★★★★★	Lumber & Wood Products	F	★★★★★	★★★★★
Air Transportation	D	★★★★★	★★★★★	Machine Tools	A	★★★★★	★★★★★
Aircraft Sales	E	★★★★★	★★★★★	Machinery (Agric.)	F	★★★★★	★★★★★
Atomic Energy	C	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Auto Sales (New)	F	★★★★★	★★★★★	Materials Handling	E	★★★★★	★★★★★
Auto Sales (Used)	A	★★★★★	★★★★★	Meats	D	★★★★★	★★★★★
Auto Service & Parts	E	★★★★★	★★★★★	Medical and Dental Care	C	★★★★★	★★★★★
Auto Tires	A	★★★★★	★★★★★	Metal Containers	E	★★★★★	★★★★★
Baking	E	★★★★★	★★★★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Banks (Revenue)	D	★★★★★	★★★★★	Missiles and Rockets	E	★★★★★	★★★★★
Beer	C	★★★★★	★★★★★	Motion Pictures	D	★★★★★	★★★★★
Boating	D	★★★★★	★★★★★	Musical Instruments	E	★★★★★	★★★★★
Building (Heavy)	C	★★★★★	★★★★★	Office Equipment	G	★★★★★	★★★★★
Building (Residential)	E	★★★★★	★★★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	E	★★★★★	★★★★★	Oil (Cooking)	G	★★★★★	★★★★★
Canned Fruits & Vgs.	E	★★★★★	★★★★★	Oil Equipment	D	★★★★★	★★★★★
Cereals	G	★★★★★	★★★★★	Packaging & Containers	E	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Paint	E	★★★★★	★★★★★
Cigarettes	C	★★★★★	★★★★★	Paper & Products	C	★★★★★	★★★★★
Cigars	G	★★★★★	★★★★★	Personal Care	D	★★★★★	★★★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★★	Photographic Supplies	G	★★★★★	★★★★★
Coal (Anthracite)	F	★★★★★	★★★★★	Plastics	E	★★★★★	★★★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Plumbing & Heating	C	★★★★★	★★★★★
Coin Machine Sales	E	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Commercial Printing	E	★★★★★	★★★★★	Radio	F	★★★★★	★★★★★
Cosmetics	E	★★★★★	★★★★★	Railroad Equipment	D	★★★★★	★★★★★
Cotton Textiles	A	★★★★★	★★★★★	Railroads	B	★★★★★	★★★★★
Dairy Products	D	★★★★★	★★★★★	Refrigerators	E	★★★★★	★★★★★
Department Stores	A	★★★★★	★★★★★	Restaurants & Bars	A	★★★★★	★★★★★
Diesel Engines	G	★★★★★	★★★★★	Restaurant Equipment	E	★★★★★	★★★★★
Dinnerware	E	★★★★★	★★★★★	Rock Products (Incl. Cement)	D	★★★★★	★★★★★
Drugs & Medicines	E	★★★★★	★★★★★	Rubber Products	D	★★★★★	★★★★★
Dry Cleaning	E	★★★★★	★★★★★	Security Financing	F	★★★★★	★★★★★
Education	F	★★★★★	★★★★★	Shipbuilding	C	★★★★★	★★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Shoes	G	★★★★★	★★★★★
Electrical Eq. (Consumer)	D	★★★★★	★★★★★	Silverware	E	★★★★★	★★★★★
Electronics (Military)	E	★★★★★	★★★★★	Soap	F	★★★★★	★★★★★
Exports	A	★★★★★	★★★★★	Soft Drinks	C	★★★★★	★★★★★
Farming	D	★★★★★	★★★★★	Sports & Sporting Goods	A	★★★★★	★★★★★
Flour	A	★★★★★	★★★★★	Steel & Iron	E	★★★★★	★★★★★
Food Processing	G	★★★★★	★★★★★	Sugar	E	★★★★★	★★★★★
Furs	C	★★★★★	★★★★★	Surgical Equipment	G	★★★★★	★★★★★
Gasoline & Oil	D	★★★★★	★★★★★	Synthetic Textiles	E	★★★★★	★★★★★
Glass & Materials	A	★★★★★	★★★★★	Television	E	★★★★★	★★★★★
Government Procurement	A	★★★★★	★★★★★	Toothpaste & Mouthwashes	G	★★★★★	★★★★★
Groceries	D	★★★★★	★★★★★	Toys & Games	E	★★★★★	★★★★★
Hardware	D	★★★★★	★★★★★	Trailers (Auto)	G	★★★★★	★★★★★
Hotels	D	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★★	★★★★★	Travel Overseas	D	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★★	★★★★★	Trucks	D	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Utilities (Electric)	C	★★★★★	★★★★★
Installment Financing	C	★★★★★	★★★★★	Utilities (Gas)	D	★★★★★	★★★★★
Insurance	A	★★★★★	★★★★★	Utilities (Telegraph)	G	★★★★★	★★★★★
Jewelry & Watches	E	★★★★★	★★★★★	Utilities (Telephone)	C	★★★★★	★★★★★
Laundries	F	★★★★★	★★★★★	Vacuum Cleaners	G	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★★★★	★★★★★	Washers (Household)	F	★★★★★	★★★★★
				Woolens & Worsteds	D	★★★★★	★★★★★

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before taxes moved up steadily through 1961, from \$39.6 billion in the first quarter, to \$45.2 billion in the second quarter, about \$47 billion in the third quarter and \$49 billion in the fourth quarter (all annual rates)—with the year '61 likely to average out at about \$45 billion, the same as for '60.

For '62, however, the surging economy is expected to move corporation profits up to a new high of about \$54 billion, up about 20% over '61.

Increased operations in '62 will permit greater and more efficient use of facilities and manpower, while fixed costs will be spread over a larger volume of output. Higher profits will further improve corporate financial position—already the best in history. Current assets of U.S. corporations approximate \$300 billion, against which are about \$160 billion of liabilities, leaving net working capital of \$140 billion. That will compare with more than \$150 billion by the end of '62. (At the end of '60 the figure was \$132.5 billion.)

Upcoming New Products

Besides these inspiring bases for expansion, stimulus comes from the growing numbers of new products which have been in the research labs and pilot plant stages for the past few years and are now ready to be put on the market. Total research and development expenditures are currently estimated at a new high annual rate of \$14.7 billion. That is about four times the figure at the beginning of the '50's. And, for '62, such expenditures are expected to gain a further 10% over '61, insuring new technological breakthroughs, new products both for industry and for the consumer.

It might be mentioned that—whether we recognize the expansion opportunities or not—foreign direct investment in the U.S. has doubled in the last decade, to \$6.9 billion at the end of '60, compared with \$3.4 billion in '50. That is investment in businesses; security-portfolio investment in the same period climbed to \$11.5 billion.

American companies spent about \$4.5 billion in '61 for plant and equipment abroad. This is about 20% higher than the '60 total—and in an attempt to gain further competitive benefits from low labor costs overseas an equivalent outlay is expected in '62.

In any case, indications are that '62 will be a major expansion year in the U.S.; for new plant and equipment here our companies are likely to spend at least \$38.5 billion, an increase of more than 11% over the \$34.6 billion estimated for '61.

Lift from the Government

The consumer and business-spending fronts, therefore, look as if they will be active and stimulating in '62. Similarly, spending by governments will give the economy a considerable lift in coming months.

The Administration's recent economy moves, aiming for a balanced budget next year and a firming of the dollar's international status, imply reductions of the very high spending originally planned by the Kennedy Government. Still, indications are that spending for national defense may rise to about \$55 billion in '62, up about 11.2% over the \$49 billion estimated for '61, and comparing with \$45 billion for '60. Other Federal spending is expected to be up about one billion, to \$9 billion.

State and local spending, under the push of rising population and needs for new schools, roads and streets, sanitary facilities, recreational facilities, etc., will soar to a big new peak in '62, around \$55 billion, which would be up 7.8% over the \$51 billion estimated for '61.

Under the combined driving forces of higher consumer, business and Government spending, a record year ahead appears certain. The Federal Reserve production index (1957=100) should average about 121 for the coming year. That would be a 10% increase over the 109 of '61.

More Business, More People

Further convincing evidence of growth in the U.S. in '62 will be found in population—businesses, as well as people. Thus, the numbers of firms in business are expected to approximate 4.78 million at the beginning of '62—up 63,000, or 1.4%, over '61. A jump of another 80,000, up to new high levels of about 4.86 million is anticipated over the next 12 months.

Growth of total people in this country, representing the big basic market, is even more impressive. As of July 1, 1961, population of the U.S. totaled 183.6 million. By July 1, 1962, the total will approximate 186.7 million.

Happily, our population not only is

(continued on page 54)

Another great Texas newspaper

The El Paso Times

Times Licensed Writer of The Associated Press (AP) and New York Times Service—Member of Audit Bureau of Circulation.

★ ★ ★

EL PASO, TEXAS, SUNDAY, OCTOBER 8, 1961

88 PAGES IN ALL

THE WEATHER

El Paso on Sunday: some clouds, 20-35 m.p.h. wind, temperature, 69. No rain. 32; 32; 32.

adds

PARADE

as its only syndicated Sunday magazine,
beginning January 7th, 1962

The El Paso Times is the Sunday newspaper of the fifth city in Texas and of the fabulous Southwest... twenty-four counties of West Texas and New Mexico. This is the largest, and one of the fastest growing retail trading zones in America, with an annual growth rate more than three times the national average. In this billion dollar market, the Sunday Times is home-delivered in practically every city, town and hamlet.



Now, for the third time in sixty days, Parade hits another all-time high in circulation, reaching 10,604,430 homes through 68 strong newspapers. Now five great Texas newspapers—the Beaumont Enterprise, the Dallas Times Herald, the El Paso Times, the Fort Worth Star-Telegram and the Houston Chronicle—give Parade by far the largest Texas circulation of any syndicated Sunday magazine.

THE EL PASO TIMES IS REPRESENTED NATIONALLY BY TEXAS DAILY PRESS LEAGUE, INC. AND GENERAL ADVERTISING DEPARTMENT, SCRIPPS-HOWARD NEWSPAPERS.

soaring, it also is relatively affluent. The current financial assets of consumers total about one trillion dollars, and after deduction of financial liabilities, consumers have approximately \$800 billion in reserves, or over 300% of the current annual rate of retail sales. By the end of '62, consumers will have more than \$825 billion in net financial assets.

As always, there are drawbacks ahead, too. The Russian Communists seem determined to dominate the world, and they never stop pushing. Result is that we keep steadily draining off our wealth into unproductive armaments.

As we incur deficits and other countries gain ground competitively, the

position of the dollar declines and gold flows out. The cold war, of course, includes a Soviet effort to weaken the dollar. The Federal Administration's recent and prospective economizing and its expectation of budget balance in '62 will strengthen the situation. Moreover, as our allies prosper, they will take over some of our burdens of aiding needier countries, much as we helped them through the post-World War II period.

It seems probable that the resurgence of friendly economies in Europe, Asia and Latin America may mean vastly expanded markets for American goods, particularly capital equipment, where we remain competitive with a technically superior product.

The inventory cycle of the U.S. can be worrisome. Right now, inventories are being accumulated, and, it appears that 1962 will bring an addition of about \$6 billion to our total inventories.

The question is when the inventory turn will come, and whether inventories will be turning down at the same time other economic indices are declining. By the fall of 1962 some general inventory leveling may be evident, and there are likely to be some cutbacks in Federal spending.

The fact of '62 being a Congressional-election year, however, will affect Administration policy. The Administration will try to sustain employment and talk down potential tax increases to help balance the budget. After the elections, however, economic pressures will be allowed to operate more. Again, the recessionary pressures are likely to be mild, with offsetting stimulus from the capital goods upswing, which the Administration will be strongly encouraging through tax incentives in '62.

The unrelenting drive of labor for higher wages bothers many businessmen, particularly those doing a large export business and competing in world markets. The U.S. decline in world trade is attributable in greatest measure to our high labor costs.

The second half of '62 is expected to be a critical testing period. The American economy will be nearing full production at that time, and strong pressures for higher wages are expected to develop. The fear is that prices of manufactured products may begin to climb next summer, sparked by a new wage-cost-price spiral.

Generally, though, prepare for a big year in 1962. The winter consensus of the Board of Analysts of Future Sales Ratings, based on reanalysis of industry sales potentials by this 311-man group of economists and marketing men, shows most of them rated four stars or better, projecting a very good relative outlook. For the near term, 18 industries' ratings have been increased and 3 lowered; for the next 12 months, 20 have been raised and 2 lowered. An unfavorable interpretation, however, is definitely not implied in the down-arrow symbols; the decreasing rating largely reflects the rising comparative base of sales, which makes big gains in comparison of '62 with '61 more difficult to achieve. ♦

AGAIN

for the 6 months ended 9/30/61 circulation of the evening Journal-American exceeded

615,000

AGAIN

the gap between the Journal-American and the 2nd evening newspaper exceeded 150,000

AGAIN

the gap between the Journal-American and the 3rd evening newspaper exceeded 250,000

NEW YORK
Journal-American

Represented Nationally by Hearst Advertising Service Inc.

**THE CONTAINER
CORPORATION
OF AMERICA
PACKAGING SYSTEM
AT WORK**

**CCA's PACKAGING SYSTEM
PROVIDES
MAXIMUM SERVICE FOR SCOTTS**



Scotts wanted to go to market fast with a new 'rose program' promotion. How to package each of the products, how to ship them as a unit, and then how to display the entire promotion were questions that had to be answered quickly and effectively. First, CCA designed a zip-open folding carton for *Scotts Dawn* rose fertilizer. Next, we developed a threaded Sefton fibre can for *Scotts Haze* microscopically-fine, protective particles. Then, we created a corrugated container for the *Scotts Zephyr* applicator. To help sell all three, we



produced a corrugated point-of-sale display piece. And finally, CCA provided the corrugated containers to ship the whole promotion. CCA's experience provided the basis for making packaging decisions which related to the overall marketing strategy. The new cartons, fibre cans, containers, and displays answered the design, material, and structural requirements. Maximum service from the CCA Packaging system delivered a total program...on time. Just ask Scotts...then call CCA before you make your next packaging decision.



CONTAINER CORPORATION OF AMERICA

PUT THE CCA
PACKAGING SYSTEM
TO WORK FOR YOU
TO SPEED
THE MARKETING CYCLE
FROM THE POINT
OF PRODUCTION
TO THE DECISIVE
MOMENT OF PURCHASE



Cracking the Department Stores

From studies for a 5-year marketing plan, Endicott Johnson Corp. discovered that its prime markets—for men's footgear and workshoes—were no longer the areas of greatest long-range potential. Changes that were coming up in the population mix would completely alter the make-up of the retail shoe market. It was clear that, to maintain its leading position in the industry and build for future growth, EJ would have to move quickly—into new products and new distribution.

A jarring problem in any industry is the sudden realization that a line of products and a marketing setup which have insured a good share of market to date, can no longer be counted upon. Leading shoe manufacturer Endicott Johnson Corp. faced this situation when studies revealed that the coming boom in the shoe market lay not in its big sellers, men's footwear, but in the youth and pre-adult areas.

Projections showed that by 1975 the population mix would change radically. Fully half the country's total population would be between ages 0 to 19. In just five years, Census figures indicated, 45.3% of the male population expansion, and 44.4% of the female expansion would be in this key age grouping.

In addition to the shifting population mix, another change was in the wind. According to the Bureau of Census, 95% of this total population increase would be in major metropolitan centers. EJ's traditional consumer outlets—small retail shoe stores—were rapidly losing their dominance, while department stores were increasing their share of the retail shoe market faster than any other type of outlet.

"We knew one thing for sure," says Marketing V-P Edgar B. Mooney, "our future was tied to America's youngsters. But we couldn't hope to sell the entire juvenile/youth market at one fell swoop. So our strategy

was simple: we'd develop lines for markets within our markets, concentrating efforts instead of spreading ourselves thin. And as far as distribution was concerned, we planned to use a similar tactic—customized selling. This meant products, promotions and selling efforts tailored to department store needs."

Traditional and important sources of volume and profit were to be retained, but the company's distribution patterns were slated for change and basic product planning and development goals would be enlarged.

For a number of reasons, Mooney and Sales V-P William Benjes were convinced that department stores were the expressway to consumer fashion dollars. First, key department stores set the fashion trends in a given market. If EJ products were in the pace-setting stores, it followed that they would soon gain broad distribution. Second, department stores alone in the retailing field met the challenge of the suburban shopping center. In doing this, many not only maintained heavy traffic, but increased it. Hand-in-hand with heavy traffic came increased sales. Third, to maintain margins, department stores placed emphasis on nationally advertised brands and set a pattern of trading up.

While the prospect of selling major department stores loomed large in the minds of EJ executives, the prob-

lems of cracking retailing's major league were equally grand. As a consequence of stiff competition, department store organization had changed. In recent years, buyers had become responsible for more functions than in the past. They had become sellers as well as purchasers. While this fixed responsibility for movement of goods, it meant the buyer had to be more careful, more selective, and more promotional minded. Each buyer had individual problems; each required tailor-made solutions.

EJ's customized selling program began long before meetings with store buyers. First, executives picked the markets within markets for concentration. At the outset, two were chosen—the teen (12- to 19-year-olds) and the moppet (1- to 5-year-olds).

Teenagers' Choice

Since EJ did not have an established brand of footwear designed for teenagers, the company started from scratch. At the outset, a major research project was carried out to determine trends within the vast pre-adult group.

All indications pointed to the tremendous potential in canvas shoes. In just four short years (1954-8), the study showed, the sneaker market had grown some 37%. Within the coming five years, the market would continue to swell—this time by an additional 50%. Growth was due principally to

the fact that sneakers were becoming the accepted school and leisure teen footgear.

However, the sneaker business was not without its own problems. Chief among these was the fact that it was seasonal. Peak sales were registered during warm weather months. Yet, 38% of all teenagers wore their sneakers through the winter, even though their canvas shoes weren't designed for cold weather wear.

If EJ could somehow even out the seasonal selling problem by producing a winter sneaker, it was reasoned,

the company would have a distinct product advantage that automatically made every other canvas shoe producer vulnerable.

Product development groups set to work immediately, testing a new "miracle" insulating material, Scott-foam. Soon pilot runs were successful and the new product was a reality.

As stylists completed their work, the marketing group sought "promotional tie-ins." As Mooney puts it, "Much of our competition, entrenched in the teen market, had built strong consumer acceptance. We needed a

well-established vehicle around which we could tailor our promotions and merchandising efforts and which would help us gain fast distribution, demand and share of mind."

Since the product was built for teens, the marketing group reasoned the tie-in should be teen-oriented. It picked the hottest teen television personality, Dwayne Hickman, who starred in "The Adventures of Dobie Gillis." Sneakers were named "Dobie's Crazy Creepers."

Distinctive multi-color packaging featured a photograph of Dobie Gillis and merchandising material, including advertising, posters, point-of-purchase material and other selling aids tied in with the Dobie theme.

The last step, when the shoes were ready for distribution, was tailoring merchandising efforts to department store needs. The line was to be premiered at Cleveland's May Company and for this debut, a major promotion was developed. Here, a tie-in was set with a Seventeen magazine fashion show and a special film—starring Dwayne Hickman—was produced for in-store showing. To help generate enthusiasm, a Dobie dance and a contest were built around the product. Called "Win a Date with Dobie," the contest offered a pair of lucky Cleveland teens the opportunity to visit Hollywood as Dwayne Hickman's guest. So successful was this program that three separate fashion shows were held to accommodate hordes of teens.

When Dobie's Crazy Creepers were introduced at Macy's, New York, still another approach was tailored. A 4-color advertising program in major New York media was mounted.

Marketing for Moppets

While EJ's aim in the tot market was department and key shoe store distribution, problems in this area differed from those in the teen segment. The company had long produced juvenile lines. None of these, however, was specifically tailored for department store selling.

To start with, EJ concluded a licensing agreement with one of the best known children's television programs. As a result, the company had exclusive rights in the shoe industry to the name "Romper Room." This program, seen by 20 million youngsters and their mothers, was syndicated in 87 major markets. Through nine years of viewing, it had gained the acceptance of both tots and

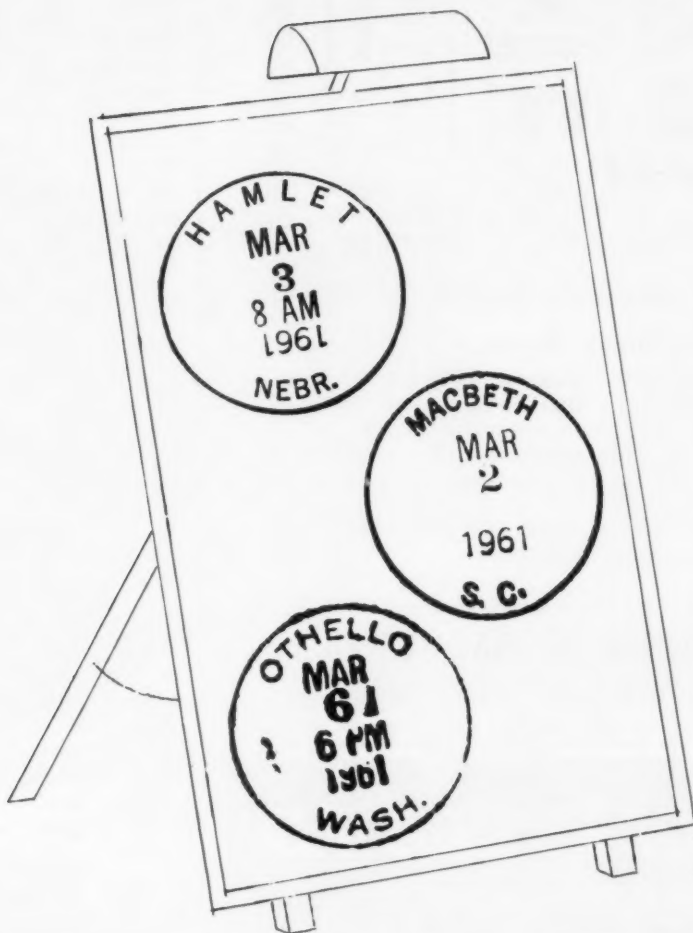


**The people* who buy most
of what you have to sell
read THE PLAIN DEALER**
YOUR BEST NEWSPAPER ALL DAY IN CLEVELAND, OHIO

* Did you know that the Cleveland Market's Retail Sales
are larger than anyone of 38 Entire States?

Represented by Cramer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles. Member of Metro Sunday Comics
and Magazine Network. Eastern Travel and Resort Representatives: The Corfield Co., 527 Lexington Avenue, New York 17, New York

The postmarks are actual reproductions



Grit can help give your sales story a happy ending in 16,000 small towns

Let us set the scene for you.

The major mass media saturate the big metropolitan markets. But in hard-to-reach small towns, their coverage thins out badly. There's the conflict.

Enter Grit.

Grit plays a strong supporting role . . . delivers a primary audience of some 850,000 families, concentrated in some 16,000 small towns coast to coast . . . helps provide the balanced national coverage you must have for total marketing success.

What should you, as a national advertiser, do about it?

Enter Grit.



Grit Publishing Company, Williamsport, Pa.
Represented by Newspaper Marketing Associates

**NO "IFS"
OR "BUTS"—
WHEN YOU
NEED 'EM
THEY'RE THERE!**



Scrapbook Service

The need for a scrapbook record of ads is obvious. They are used by your art and copy departments. You specify what advertisements you want in your scrapbook—either your competitors' ads—your

own—or both. ACB will find the ads in the newspapers or magazines—and service them in a scrapbook which they will provide. Thereafter—when you want them—they'll be there!



We read every daily newspaper advertisement

THE ADVERTISING CHECKING BUREAU, INC.

NEW YORK, 353 Park Avenue South • CHICAGO, 18 South Michigan Avenue
MEMPHIS, Tenn. • COLUMBUS, Ohio • SAN FRANCISCO, 51 First Street

Send today for descriptive material and free catalog.

PORT CLEVELAND

"THE INDUSTRIAL GIANT"

NOW ONE OF THE 15 HIGHEST *per household incomes in the nation*

\$7,711⁰⁰ *per family per year*

--average for the nation--

\$6,898⁰⁰

**COLORFUL
POSTERS**

*reach this fabulously rich
purchasing power....*



**Cleveland, Cincinnati, Toledo, Elyria, Lorain,
Fremont, Sandusky, Tiffin and Ashtabula.**

FOR MARKET INFORMATION, WRITE TO:

Packer

4600 CARNEGIE AVE. CLEVELAND, OHIO

the mothers who guide their choice.

Research showed that while little boys and girls are style conscious, Mother controlled the purchase of children's shoes. The new Romper Room line was styled to appeal to mothers. At the same time, to attract moppets, established Romper Room symbols were utilized.

Tying in completely with the Romper Room theme, the company next developed a multi-color product display called the Romper Room Corner (on the program, the Romper Room corner is the area in which franchised products are displayed). This, it was thought, would create a department within a department, attracting the interest of both children and mothers.

TV Motif Carried Through

Packaging utilized Romper Room symbols—the "Doo-Bee," the "Don't-Bee" and a Jack-in-the-Box—and, through a tell-time game printed on the sides of cartons, was in keeping with the show's educational format.

Distribution was carefully planned. Prime efforts were to be concentrated in the 87 markets in which the Romper Room program was broadcast. But the opening shot in the Romper Room campaign was fired in Baltimore—home city of the TV program.

Once again, a complete promotional program was tailored to the opening store's needs—in this case Hochschild-Kohn department store. Advertising in newspapers and on the Romper Room program began early. On opening day, a special Romper Room train paraded through city streets. Sitting in the engineer's seat was Miss Nancy, Romper Room teacher for the Baltimore telecast. Some 1,300 tots and parents crowded the store's shoe department. Miss Nancy soon joined the crowd, greeting them with free gifts. Later in the day, she toured H-K's suburban retail outlets.

How did the new line fare? According to shoe buyer Julius Sanders, "The Romper Room opening gave us the biggest sales return for a single day in the history of Hochschild-Kohn's shoe department."

"There is no easy way to sell stores," chorus Benjes and Mooney, "because each one is different. Across the board techniques just don't work. You've got to tailor products, promotion and ideas to your target's market." ♦



in Canada

tides roar in — strong, powerful

Weekend
MAGAZINE

AND ITS FRENCH LANGUAGE EDITION

Perspectives

Represented in the U.S. by O'Mara & Ormsbee, New York, Chicago, Detroit, San Francisco and Los Angeles

... the way Weekend Magazine and its French language edition, Perspectives, sweeps across Canada. Weekend Magazine/Perspectives can carry your advertising on a coast-to-coast flood that really means business! Over 2,098,000* prosperous Canadian homes are open house to you, millions of buying dollars are ready to respond to your selling messages. And all this at one psychological moment—the arrival in the home of the biggest single selling force in Canada, published every week as part of the week-end editions of 39 leading newspapers. No other medium in Canada, printed or otherwise, reaches so many people so consistently, so colorfully, so convincingly as Weekend Magazine/Perspectives.

the biggest single selling force in Canada — reaching 2,098,000 homes every week*

*Effective 1962



New, High Capacity Vans Move High Value Items with Softer Air-Cushioned Ride

Greater Accessibility for forklift handling at both side and rear . . . flexible double-decking advantages as shown in top photo.



*America's
Most Recommended
Mover*

● You can count on trouble-free moving for *any* high value equipment you make. Use of these specially designed vans offers maximum utility and protection no other carrier can give.

Higher, wider doorways at side and rear make it easy to forklift bulky loads safely into the van. Tie-down rings in the floor, as well as in walls, make the securing of valuable articles a quick and easy operation. New-type tandem axles with air suspension soak up road shocks and cushion the ride.

You also gain obvious advantages in time and costs saved by not having to pack or crate expensive equipment and exhibits. Careful Mayflower handling and padding provide the guarantee of safety you require. Scheduling and delivery is supervised by experienced moving men . . . backed by the reliable, world-wide organization of Mayflower, largest owner of moving equipment.

You won't know what satisfaction means until you first use Mayflower!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA

Case Study

Product Strategy

New Product Creates New Market

- *The problem: To crack the American market with an unfamiliar corporate name, with an unfamiliar product whose potential was unknown.*
- *The solution: Sound product strategy coupled with marketing aimed at the No. 2 market. Morphy-Richards' success with its Astral spot refrigeration has broad adaptability for many manufacturers.*

Twelve years ago the term "spot refrigeration" was unknown in these parts. That it's pretty generally recognized now, is due in large part to the efforts of a Scottish-born American, James B. Stark, and a firm called Morphy-Richards, Inc., U.S. distributors for Astral refrigerators.

What is "spot refrigeration"? According to Stark, it's refrigeration "whenever and wherever it is needed, in smaller sizes than that in most American kitchens." Who needs it? You'd be surprised, says Stark, who rattles off a partial list: doctors, dentists, vets (for storage of antibiotics, etc.); motels, hotels, boats; people who entertain a lot. Every day turns up another category of persons who need more refrigeration but not in the large, economy size.

Morphy-Richards Ltd., with headquarters in Scotland, is the world's largest manufacturer of appliances, according to Stark. But the firm was a total-unknown to us a dozen years ago when it decided to tackle the American market. Consider these handicaps for Morphy-Richards: The firm was unknown to the American consumer. It had to set up a distributor organization for a product such distributors didn't know—a product, moreover, that only M-R believed the American public needed and could be sold. And it had to do the job with a limited budget.

But, says Stark, there were factors working for Morphy-Richards, as well as against it. The big American manufacturers of refrigerators did not make

spot refrigeration. (Note: with Astral's growing success, they're belatedly getting into the act.) Astral had a product tailored to either gas or electricity. It had a product with a sealed unit that needed almost no servicing. Nothing on the American scene could touch these advantages.

Still, to round up distributors who could guarantee service—no matter how limited—on a product that had only a possible sales potential, required more than mere Scottish caniness: It needed sales persuasion that was typically American. Stark, an ex-RAF commander, an engineer and a natural salesman, decided to send Astral into 3-stage orbit: to the trade and thus to topnotch distributors; through the distributors to quality retailers, and finally to consumers in all usage categories and in all marketing areas.

Individual campaigns were designed for the distributors' retail out-

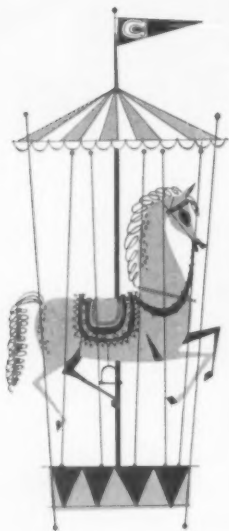
lets at both the advertising and public relations level. Morphy-Richards has done the same thing for its distributors' retail outlets so that no aspect of any group or market is overlooked. Weekly sales letters, direct from the home office, keep over 60 distributors and their retailers up to date on future national advertising and public relations efforts, offer aids for distributors to use in their own areas. Cooperative advertising and direct mail back the over-all effort and have helped cement the dealer relationship.

The firm hits every trade show that might be useful in selling the Astral name. (As the result of one show, Astral has sold a leading power boat manufacturer on using its spot refrigeration in the boat builder's new line.) Jim Stark is president of Morphy-Richards, Inc., the American arm of the company. But all of the Astrals are imported direct from Scotland, where a new, modern plant

SEND-OFF IN SCOTLAND—Morphy-Richards Astral refrigerators start air trip to U. S. market. Although big in Scotland, firm started here as a complete unknown.



Have a **BETTER MEETING** at...



Write, phone (Dial: 513 821-5110), or wire (teletype — TWX-CI-14) Fred J. Tenholder, Sales Manager.



Midwest's newest sales meeting facilities. Includes closed-circuit TV, excellent visual and audio equipment, 13 comfortable meeting rooms for groups of 20 to 400. All utilities and floor-load capacity for displays. Efficient banquet service.

PLUS—VIP suites and 300 luxurious guest rooms, each with climate control, TV, radio and telephone. Excellent cuisine also available in our popular Dining Room and Cocktail Lounge. Two heated Olympic swim pools and many recreational facilities. Barber shop, valet and other guest services.

Located in north suburban Cincinnati, off Interstate 75 Expressway. Sports, shopping centers and entertainment nearby.

CARROUSEL INN
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8003 Reading Rd. • Cincinnati 37, Ohio • VAlley 1-5110



the BIG #3 MARKET IN IOWA-ILLINOIS

270,058 (1960 U.S. Census) people make the rich Quad-Cities the 3rd largest metropolitan area in this 2-state marketing region. The job: Convert census figures into sales dollars. Best way to do it: Use the impact and penetrating coverage of Quad-City home-town newspapers. Your sales story will reach exactly 100% of households in the metropolitan area.

ROCK ISLAND
MOLINE-E. MOLINE
ILLINOIS
DAVENPORT
IOWA



THE COMPLETE COVERAGE MEDIUM OF THE MARKET QUAD-CITY NEWSPAPERS

DAVENPORT EVENING TIMES
DAVENPORT MORNING DEMOCRAT
Represented by JANN & KELLEY, INC.

ROCK ISLAND ARGUS
MOLINE DISPATCH
Represented by ALLEN-KLAPP CO.



STRATEGICALLY AIMED at the No. 2 market—spot refrigeration—the Astral portable has had little competition.

for Astral manufacture recently opened.

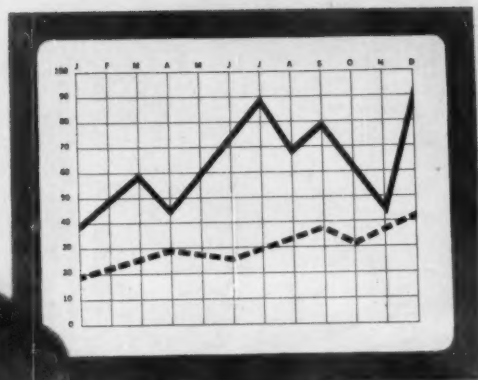
Now that his company has overcome the initial American apathy to a small refrigerator that looks more like an attractive office safe, he sees no limit to what will happen to spot refrigeration. New York's newest hotel, for example, has installed spot refrigeration in its rooms and Stark thinks most future hotels will follow suit.

The advertising has been stepped up: Now ads appear—directed at specific markets—in the American Medical Journal, Esquire, Practical Builder. Co-op ads are placed as the dealer sees fit, with M-R recommendations but "no dictation."

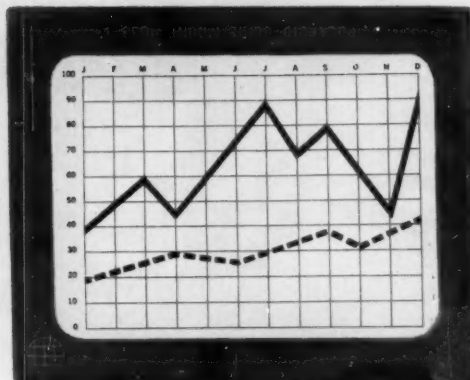
Spot refrigeration, Stark admits, will never be the market inherent in the general refrigerator. But it's a healthy market and it will grow. To date, Astral has had the field almost to itself. The big boys—the Norges, RCA's, GE's—haven't felt, yet, that it was a market that deserved their attention.

But it'll only be a question of time, thinks Stark. And then he'll probably slant his advertising to the consumer who wants experience, quality and old world craftsmanship.

You can be sure, however, that the Americanized Scot won't let future competition steal a march on him, style-wise: His latest Astral model is a built-in wall unit, guaranteed to be silent in operation, and available in colors of wood tones! ♦



\$1.50
24 Hours
Film Processor



55¢
90 Seconds
Yourself
(with a Polaroid Land Camera)

To make your own black-and-white slides — quickly and economically — here's all you have to do: snap a picture with a Polaroid Land Camera loaded with special transparency film. Then pull a tab, wait a moment and open the rear of the camera.

There's your transparency.

After a quick hardening and mounting in a snap-together frame, the slide is ready to be dropped into a projector. Total time: about 90 seconds. Total cost: about $\frac{1}{3}$ the price of the average black-and-white slide.

A new type of transparency film, PolaLine film, is now available. It's been designed especially for line-copy

slides and it produces crisp, black lines and clear, transparent backgrounds. These are $\frac{3}{4}$ x 4 transparencies for standard lantern slide projectors.

There are also continuous tone films for both standard lantern slide projectors and for use in a complete Polaroid Land system that employs $\frac{2}{4}$ x $\frac{2}{4}$ slides in a Polaroid projector. (Development time for continuous-tone slides is two minutes.) All three projection film types can be used in any Polaroid Land Camera that uses 40-series films (except the J-66).

Sound good? It is. There's no better way to make transparencies. Send in the coupon for more information.

Polaroid Corporation
Technical Sales Dept. SM-12
Cambridge 39, Mass.

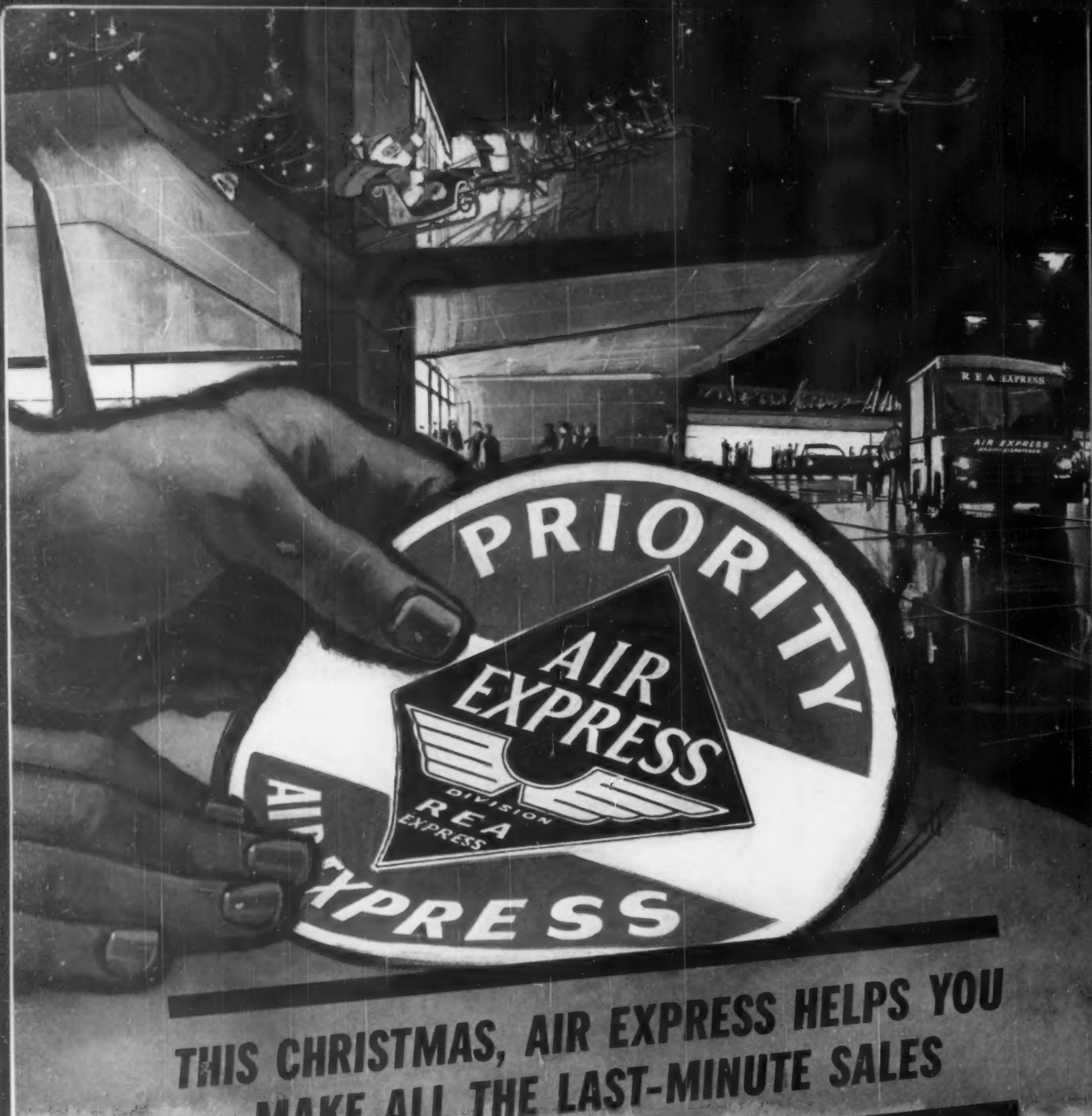
Please send me detailed information about Polaroid Land transparencies.

Name _____

Address _____

City _____

Zone _____ State _____



**THIS CHRISTMAS, AIR EXPRESS HELPS YOU
MAKE ALL THE LAST-MINUTE SALES**

No need to miss sales by running out of the items that are selling well. Or to lose money by over-buying seasonal goods. Why not profit from the benefits AIR EXPRESS can bring to your business? AIR EXPRESS overnight delivery puts flexibility into buying. It's as though suppliers were just around the corner. You can order one day, get delivery the next. The AIR EXPRESS label on your shipments ensures that they get top priority, on all 35 U. S. scheduled airlines, with kid-glove handling and prompt pick-up and delivery, door-to-door. Be sure to specify AIR EXPRESS . . . this Christmas, and all year round too!

AIR EXPRESS



CALL YOUR LOCAL R E A EXPRESS OFFICE FOR AIR EXPRESS SERVICE

Case Study

Sales Personnel

Hiring Women to Sell

Sooner or later sales managers will be confronted with the problem of hiring one or more women to sell. Until now, the weaker sex has been relegated to the clerical staff. With the distaff side accounting for more and more purchasing dollars, and with more colleges turning out career women, Emko Co. took a chance on an all-woman sales staff.

Very few industries have companies that hire all-women sales staffs. An exception, however, is the fairly new Emko Co., a subsidiary of Sunnen Products Co. of St. Louis.

Even granting that the company's product, a vaginal foam, pertains exclusively to women, the sales performance that these members of the "weaker" sex have racked up indicates strong possibilities for the future. A glance at Emko's upward sales curve shows that the volume projected for 12 months was achieved in the seventh month. Furthermore, the product is now being sold outside Continental U.S., having attracted customers in Europe and the Caribbean.

Robert B. Gooden, Emko's marketing director, is fully sold on an all-woman staff and has top management's endorsement on this score. In addition, Gooden sincerely believes that we will find more women in atomic energy, steel, industrial products—not just in personal, hygienic, or cosmetic items.

►The big gamble, Gooden has found, is not in the decision to use women to sell. The great risk is in proper selection of the women.

Gooden has climbed the ladder in the medical and drug field. A president and founder of surgical supply companies, he has been affiliated with such top firms as Abbott Laboratories,

E. R. Squibb & Sons and the Squibb international organization.

Although the sales force is currently composed of 30 women, Gooden culled them from a list of some 500. He admits that recruiting women is more difficult than men in the initial phases and requires a large number of interviews.

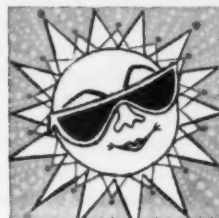
"You never can find a career woman who has too solid a job history and background," he sighs.

A man's résumé, on the other hand, readily reveals the companies with which he has been affiliated and his progress is easily determined. With a woman, a limited employment record could be an advantage and not a detriment, as it would eliminate the possibility of job-hopping.

"One thing is a must. We do not hire anyone without previous sales experience. If she has sold in a five-and-dime store, or has a door-to-door canvassing, or even a party-type of selling background, this is desirable," Gooden points out.

He notes one other limitation: "Emko doesn't hire any young women. Anyhow, none in their early twenties or thirties." On the average, the saleswomen are in their late thirties or early forties. "Some of our best are as old as 55 and put in a helluva day's work."

The company requires women with an air of maturity—women "who can stand on their two feet, talk well, and



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maintain good equilibrium in openly discussing problems of sex."

Another reason for the emphasis on maturity is that a saleswoman for Emko must have the versatility that goes with experience in order to be able to detail doctors as well as retailers and distributors.

The company pays particular attention to the way the sales recruits wear their clothes. "We want women who know how to dress well and who have a flair for showmanship. We prefer the semi-tailored look and insist that dress and accouterments be in good taste."

► Superior intelligence is required. Gooden uses the Wonderlic test and hires only people who rank in the upper 11%. (Only 15 out of 100 get a personal interview after writing or calling. And out of those 15, only 5 are given IQ exams.) Generally, the women rank much above men.

"And we also look for decisive judgment, steady work habits, drive, reliability, and a cooperative attitude toward authority," Gooden says. "They must have strong qualifications in sales and managerial ability."

In addition, they must have poise in presentation and emotional stability.

Why is Emko so exacting? "Because once selected, a saleswoman can go to the very top in management. If we feel that she can't go higher than sales, then we don't hire her," Gooden states.

(Just recently, Miss Betty Hunt was promoted from western regional sales manager to national sales manager, one of the few in the country.)

The company has encountered little trouble in employing the right people in spite of its rigid requirements because of the type of recruiting ads it runs. "We appeal to their desires for an increase in personal status and travel. Some women cannot stay chained in a store. They want to feel free to move around."

Because of the nature of the product, there are many advantages in hiring women for detailing. Gooden finds that it's much easier for women to meet doctors and discuss the product on an intelligent basis. "Women use the product, so they have a vested interest. When two men discuss a contraceptive, the conversation quickly loses its seriousness and ends

up in jocularly. When women talk, it's in a serious vein and there is no interruption in the thinking pattern."

Gooden has learned that women have their limitations: they are excitable, distracting, and have to be directed. But they don't work by the clock.

"They are a helluva bunch of sales starters. Contrary to most opinions, once they get their teeth in a problem, they don't let go. They spend much time on knotty problems and the problem is to get them off."

The problem of absenteeism is far less than among women in offices. Another advantage: "Women get in easier to make sales calls. They are a sort of oddity, like a new breed of cat, and people are curious." All these assets show up in the field.

To develop the sales force, Emko gives them extensive training, hitting hard on the potential in the market. By including all ad promotions and giving the reasons for them, training executives give the saleswomen a broad picture of the company and tell them where they fit in. "This creates in women an added sense of responsibility. Men wouldn't react that way. Women are extremely conscientious." In addition, heavy technical training is stressed in all phases.

► The company spends considerable time briefing sales personnel on the competitors. "This is a continual process. We tell them the way in which we want competition handled. There is enough business for everyone if they just go out and get it."

Commenting further on the training, Gooden says the women are given the basic sales techniques and also sales psychology. (However, they don't know they're getting the latter.) "We stress public relations and service. In detailing the doctors, we want them to recommend our product to their patients and we tell them why. This is third-party selling. With the retailer, it's another story. He puts his money on the line and we try to help him sell our product. However, both techniques emphasize sales."

Apparently, it is working out quite well because the record of the all-woman sales force is two and a half times the average call rate for both doctors and retail drug units—and it is much higher than that in other parts of the industry, even with men selling. ♦

Masters of Marketing #9

HARPO MARX



"I like to see what I read."

When asked the reason for his fondness for the tabloid newspapers, Harpo answered: "I like to see what I read."

Most of us do. Still, the newspapers are running over with ads that show no illustrations—we get sales letters galore with nothing but copy—and countless thousands of salesmen will today make calls with nothing to show customers that could help concrete their selling proposition.

The "man from Missouri" didn't say: "Tell me." He said: "Show me."

The Masters of Marketing Series is conducted for Sales Management by Zenn Kaufman, New York sales consultant.

Need Help? Look Over These SM Articles

Here is a selection of reprints of popular Sales Management articles. All are priced at 25 cents, unless otherwise indicated. Check the reprints you want, fill in the coupon below. Remittance must accompany orders under \$2. Quantity discounts can be figured as follows: 1 to 9, full price; 10 to 49, less 25%; 50 to 99 less 40%; over 100, less 50%. Supplies of some reprints limited. Early orders favored.

(List continued from Sept. 15 issue)

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- ☐ 353 It's Up Again: The Cost of Keeping Salesmen in the Field

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STOCK OWNERSHIP AMONG AMERICAN FAMILIES. Survey Research Center, U. of Michigan, Ann Arbor, Mich., 1960. \$5.00

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1960 FAIRCHILD'S FINANCIAL MANUAL OF RETAIL STORES. Fairchild Publications, 7 E. 12th St., N.Y., 1960. \$10.00

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USE OF MOTIVATION RESEARCH IN ADVERTISING. National Industrial Conf. Bd., 460 Park Ave., N.Y., 1960. Studies in Business Policy #97. \$7.50

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WAGES IN METROPOLIS: THEIR INFLUENCE ON THE LOCATION OF INDUSTRIES IN THE N.Y. REGION, by M. Segal. Harvard U. Press, Cambridge, Mass., 1960. \$4.75

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	(pop.)
Alhambra	55,000
Anaheim	111,800
Burbank	90,800
Fullerton	59,400
Garden Grove	90,300
Glendale	120,700
Pasadena	117,000
Pomona	69,500
Santa Ana	104,500
Santa Monica	83,800

San Francisco-Oakland

Berkeley	110,600
Hayward	73,500
Richmond	70,800
San Mateo	71,600
Vallejo	62,500

San Jose

Palo Alto	54,300
Sunnyvale	56,100

CONNECTICUT

Bridgeport-Stamford-Norwalk	
Greenwich	55,100

ILLINOIS

Chicago	(pop.)
Aurora	64,800
Joliet	68,000
Waukegan	57,200
St. Louis, Mo.	
East St. Louis	81,400

MASSACHUSETTS

Boston	
Lawrence	70,000
Lowell	91,400
Lynn	93,800
Quincy	87,400
Waltham	56,100

MICHIGAN

Detroit	
Pontiac	83,900

NEW JERSEY

Jersey City	
Bayonne	74,100
Newark	
Elizabeth	107,100
Philadelphia, Pa.	
Camden	116,400

NEW YORK

Buffalo	(pop.)
Niagara Falls	102,800
New York City	
Hempstead	
Township	758,900
Mount Vernon	76,100
New Rochelle	78,100
North Hempstead	
Township	223,800
Oyster Bay	
Township	297,200
White Plains	50,900
Yonkers	193,400

OHIO

Cleveland	
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Don't Miss the Satellite Cities

America's satellite cities are sometimes overlooked in marketing plans merely because their names are not included in the titles of metro areas.

There are 102 satellite cities with populations over 50,000 which fall within the boundaries of the nation's 300 metropolitan areas. And 42 of them have daily newspapers important enough to belong to the Audit Bureau of Circulations.

Government rule is that any city name would be included in a metro area title if the city had a population of 250,000 or one-third of the population of the central city. Thus, in the Los Angeles area, Long Beach with 350,000 population is included in the metro area title, but Pasadena with 117,000 is not.

That 42 of these cities are sufficiently independent from the named metro areas to have

their own daily ABP newspapers is an indication that they are worthy of serious market consideration in their own right. This is especially true of cities with retail sales in excess of \$50 million.

Many are so distant from the metro area to which they belong that they have entirely separate and autonomous marketing structures. Indeed, as parts of other counties, they would themselves qualify as metro areas. When marketers fail to make provisions for them in their over-all planning, some important markets are often overlooked.

Starting with this November 10 "Marketing on the Move" issue of Sales Management and continuing in the Survey of Buying Power (to be published June 10, 1962), these 42 cities are being listed with their metro areas. ♦



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Now It's 'Beverage by Wire'

"Beverage By Wire," a service that does for liquor what the Florists' Telegraph Delivery system has done for flowers, was inaugurated 11 days ago by a Dallas company.

Over 1,000 dealers in 39 states were expected to be signed up by November 20, the kick-off date, according to a spokesman for American Beverage Delivery, the company which is forming the retailer organization.

ABD represents the first important project of the Republic Standard Investment Co., Inc., which was formed last spring by a group of students and faculty members of the Stanford (Cal.) school of business administration. The idea of delivering liquor via wire came out of discussion and marketing surveys by the students.

It's not the first time such a system has been tried, but legal complications doomed previous attempts to failure. The new service has not entirely escaped these complications.

For instance, there are four dry states (Oklahoma, Arkansas, Mississippi, South Carolina) that are definitely excluded from the plan.

Also, in 17 states, liquor stores are a state monopoly. ABD reports, however, that its lawyers are surmounting this legal stumbling block. There were several states, too, which were not in the ABD fold by November 20, but the company's stated purpose is to enlist every state, except the dry four, under the "Beverage By Wire" banner.

ABD will charge the dealers 5% of the cost for all liquor they deliver. On its own, the company is backing a national advertising campaign (budgeted at \$49,000 for December) and will offer point-of-purchase displays and other promotional material to dealers. It also serves as a clearing house for payments.

An ABD spokesman estimates the company will handle \$7 million in gross sales during its first year of

operation, and anywhere from \$15 to \$60 million—depending upon the system's acceptance—during the second year.

ABD market research has revealed that the liquor delivery plan will appeal to high-income business and professional people, and will also be used for industrial and business gift giving. An important testing ground of the latter will be the present holiday season.

The company also has in effect a customer-reminder plan whereby individuals are notified in advance of important dates they want to remember. In addition, the merchandising program will stress the "return gift"—or asking a person who receives a gift of liquor if he wishes to reciprocate.

The dealers pay a \$50 membership fee and put up a bond of \$300.

The ABD system is standard. The customer chooses the brand and quantity, and indicates the personal message he wishes to accompany the gift. He pays the list price of the liquor in the city where it is to be delivered, also a service charge (\$1.10) and charges for the telegram. ♦



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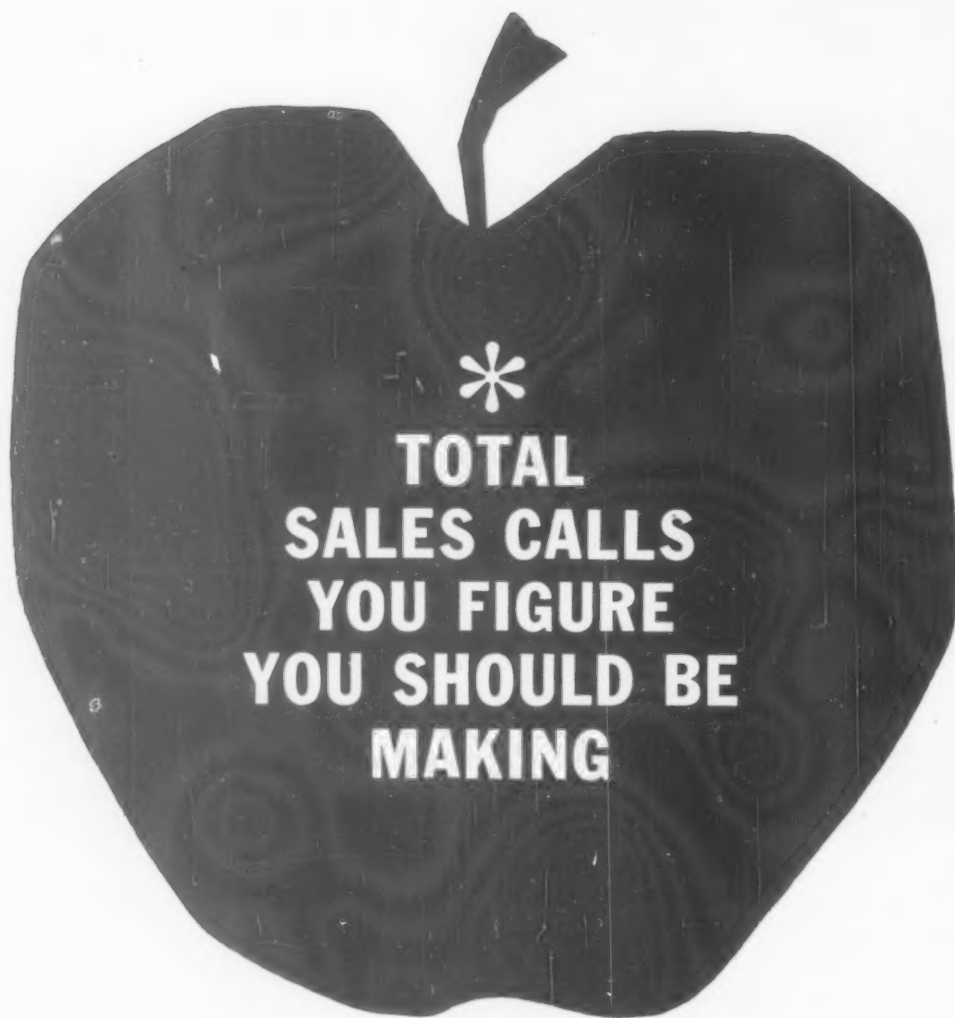
cellophane offers the combination of pure transparency and sparkle—superb printability—protection tailored to a specific product requirement—and trouble-free performance on high speed packaging machines. Let us help you plan a new packaging concept to build your sales. Write to our Market Development Department, giving as much information as possible upon which we can tailor our recommendations.



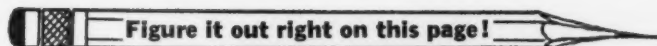
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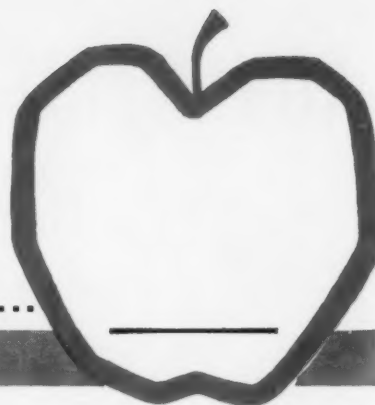


- a. Number of plants in your market*.....
b. Average number of influences per plant*.....
c. Number of times you should call on each influence per year.....

$$A \times B \times C = D$$

Total sales calls you figure you should be making per year ...

YOUR BIG APPLE!

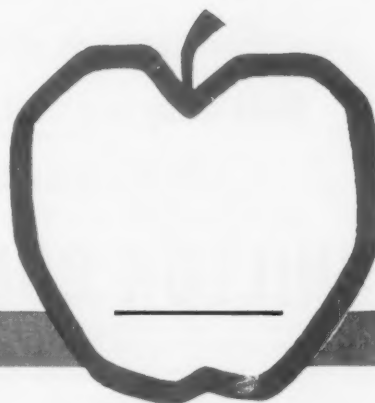


- e. Number of full-time salesmen you employ.....
f. Average number of sales calls each makes per year.....

$$E \times F = G$$

Total sales calls you are now making per year ...

YOUR REACH TOWARD THE BIG APPLE!



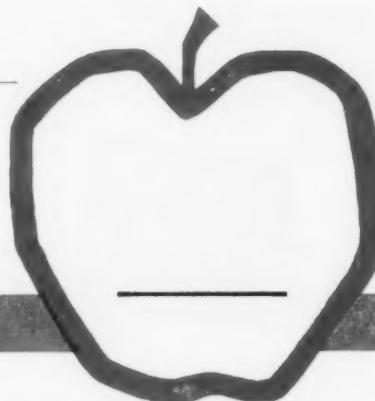
YOUR BIG APPLE (D)

LESS CALLS YOU'RE NOW MAKING (G)

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After Lilac, What?



WHAT'S AHEAD IN COLOR? Used to be that nothing was so unpredictable. Now the experts have a pretty good idea what will be wanted next season for color trends run in cycles and with the mob. Want to know what's coming up?

If American business is criticized for forced obsolescence, one facet of big business is immune to the charge. The paint industry would drown in its own turpentine if it did not anticipate the color-fickle public's penchant for "something new" every year.

Faber Birren, a leading authority in color research, is well aware that the old trend of the consumer to buy a color because "it's pretty" doesn't half tell today's—and tomorrow's—color story. Now manufacturers of carpets, stoves, automobiles, drapery materials (to name only a few) know that when a particular color hits the jackpot, they've got to be ready. And most often, he says, "ready" means six months to a year **before** the color rises to the top of the mixing pot. The consumer who wants orange walls will want the same color on most of his or her new possessions. Anticipating what colors you and I want calls for shrewd—and scientific—calculation.

Birren says it isn't safe to ask the public directly. And consumer polls, where color is concerned, aren't very reliable in his experience. Why? "Color is strong in emotional content. Ask an impulsive question and you may get an impulsive answer. The housewife really doesn't know the influences that are shaping up to form her decisions six months or a year hence." A good research man, says Birren, can tell her more than she knows herself. The best answer: the sales experience of modern paint color systems.

How does this work? Annual color cards of Colorizer Associates are spread out before the typical housewife. These comprise three bellwethers: (1) the best of the volume colors; (2) the contemporary favorites; and (3) the colors that plot trends into the future. Store

records indicate that about 50% of sales will be made from the annual card; 25% will be from standard lines; and the final 25% from matching swatches against a 1,322-color album.

No one, not even the experts, really knows why certain colors become popular. In depression times people stick to conservative and practical colors. But the "save the surface" theme runs a poor second to color, just now, for style, fashion and the pleasures that go with a high standard of living.

Some things the experts do know. Birren points out that color preferences differ somewhat with styles of architecture. On the other hand, regional demands for certain colors have all but disappeared because of increased travel and better lines of communication.

The end of World War II was the signal for Americans to go on a "vibrant color" binge. Forest green, flame red, chartreuse rode the taste wagon. Then came a run of pastels. Around 1958 off-white took the lead, followed, in 1960, by a demand for lilac.

What's coming up?

- Pastels and muted colors are on the wane.
- Brighter, deeper colors will return.
- Look for a bright orange, on the reddish side, to come up sharply.
- In the dark colors, the experts feel a dark brown will be the first to ring cash registers.
- Turquoise, long a favorite, will be replaced by a revival of truer blues.
- Pink will wane and, in its place, peach.
- Lilac, now at its peak, will skid. ♦

PLASTICS

(continued from page 48)

Alvin J. Sanders, supervisor of package construction in the Household Products Division of Colgate-Palmolive Co., recently described the process at his company:

"Today we are marketing Liquid Vel, a liquid detergent, in a custom-shaped, blow-molded, all-plastic squeezable container with a rigid, all-plastic closure and two printed paper labels. Developments leading up to this package were a plastic-lined lithographed metal container with a plastic nozzle sealed with a rigid, all-plastic closure; a cylindrical plastic-bodied container with coated metal ends and a flexible plastic cap; a plastic-lined lithographed metal container with a metal nozzle and the same all-plastic, rigid closure.

"Our present container has many attributes. We are still searching, however, for the low-cost, high-speed-printed, top-quality decoration we had

with the metal can and the plastic-bodied metal-end container. When we balance out the virtues of our present package in terms of our objectives for this particular product, we see that we have come a long way, but not quite full distance."

Lever Brothers has also made the transition to plastics. Its Lux liquid detergent came out this year in a white plastic squeeze bottle. The cap of the bottle was redesigned to contain a small spout which is to be snipped off with scissors or kitchen knife. Also recently introduced was Swan Liquid in a translucent plastic container.

Blown-plastic containers have advanced to the point where "instant packaging" is available. The Plastics Division of Hydrocarbon Chemicals, Inc., recently offered "overnight delivery of sample high density polyethylene plastic containers complete in every detail for design color and test

marketing evaluation," as required.

That this kind of standardization can be a drawback, too, was implied in the recent comment of Vic Smigel, packaging market manager for plastics molding materials at the Dow Chemical Co.: "Right now everyone seems to be in a rush to get products into plastic bottles. We hope they will not sacrifice distinctive design in their haste." He pointed out that when the whole market is using plastics, some of the early users will lose the competitive edge resulting from being the first to employ plastic bottles.

A harsh case against the present uses of blown-plastic bottles was made by Finsilver, of Lippincott & Margulies. He considers "pedestrian" the uses of plastics by detergent manufacturers. "Rather than a desire to use plastics imaginatively, production requirements and a need to increase sales volume are their only basic requirements."

Finsilver claims that squeeze bottles don't look like what they are; instead, they look like ordinary bottles except in cases when they possess visual appeal, such as accordion pleats.

"Not enough advantage is taken of

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plastic in blow-molded bottles. It is possible to get sharper edges in plastic bottles than with glass. Besides this crisp design, another advantage of blow-molded polyethylene is its tactile quality, a sensual, sexy texture that glass can't match. And there is a color range available to plastics that hasn't been touched yet. Such characteristics could make plastics a 'class' material."

Finsilver sees a sizable plastic market in the drug field, with such packages as private blow-molded bottles providing the marketing difference in

a field full of standardized products.

Finsilver mentioned the Stopette Spray squeeze-spray deodorant bottle as an example of a product developed because of a container. "It should be possible to work it the other way around," he observed.

Plastic bottles keep entering new areas. The Borden Co. recently introduced a new gallon-size, blow-molded bottle for its Elmer Glue-All. Weighing 1/4 lb. empty, compared to 2 1/4 lbs. for a glass container, the polyethylene bottle has a handle that is molded as

an integral part of the over-all package. The new container will replace both metal and glass for gallon sizes of the glue.

Other materials are also being used in blow-molded containers. Shulton, Inc., is using medium-impact polystyrene as container material for its Old Spice talcum. Reportedly, the polystyrene formulation provides sufficient chemical resistance to the oils of the talcum.

In other areas of rigid packaging:

- Tray-type plastic containers are becoming more important. Covered by film or sheet-plastic, they can be used for heating and serving. This formed container is expected to make a tremendous penetration in the frozen food market.

- The "table-ready" concept of food packaging has brought functional packages into focus. The Borden Co., for instance, recently introduced rigid plastic containers for cottage cheese.

- Dairy applications in both molded and formed packaging are estimated to rise from 25-million-pound sales in 1960 to 96 million pounds in five years.

- Aerosols will see more extensive service, even in the food field. And the usual metal and plastic-covered glass will face competition by the plastic aerosol. Last year, Avon became the first company to use an aerosol made of an acetal resin. Called "Delrin" (Du Pont), the resin is used for a 2-color, teardrop-shape spray mist aerosol. The upper half is fluted or ribbed, and the lower part is decorated with 3-dimensional ribbon bows. Reportedly, "Delrin" is competitive with other materials and, when used in smaller-size aerosols, can be less expensive than conventional materials.

From toys to automobile parts, fishing lures to golf balls to scissors, carded skin and blister packs are proving themselves indispensable to mass merchandising.

The blister pack consists of a plastic dome on a paperboard card, with the product held between the dome and the card. With the skin package, the product itself becomes the mold for the blister. The skin package can, like the blister pack, be sealed to a card, but it can also be used as an all-plastic package.

Recent developments now allow skin-packaging to hold heavier objects to paper cards. Skin-packaging is also

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10000	5%	.342	150000	15%	.306
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ideal for odd-shape or fragile items.

Although newly on the scene, foamed plastics are showing a versatility that promises to make them one of the hottest materials of the future. Lightweight and low-cost, foams are being used extensively to package fragile materials.

Bell & Howell's new "Zoom" cameras are shipped in a custom mold made of Pelaspan, an expandable polystyrene made by Dow Chemical Co. The new package has reduced packing time by half, and weight has been decreased by 25%.

However, not only delicate parts and products are given such protection. Foams are being used to package hardware tools, canned seafood, dishes, candles, pens and typewriters. The kind of protection foams offer is illustrated by the classic case of the GE turbogenerator, with a weight of many thousands of pounds, which was shipped on a polyurethane foam only 4 inches thick.

The drug industry is using foams as a platform for pills and vials of medicine. One firm in Philadelphia, the Foampak Corp., has made a speciality

of handling the requirements of pharmaceutical makers. Its custom-made machinery is extremely fast, and turning out 75,000 to 100,000 platforms a day is considered average for the company. For all the fabricating speed, the platforms are extremely precise, keeping the products rattle-free, with precise grooves that allow customers to lift out capsules with ease.

Trend to Combinations

Perhaps not as dramatic or defined, the use of plastics in combination with established materials is nevertheless a trend that will accelerate in the sixties.

In closures, for instance, plastics' dominance is such that it is taken for granted. A welter of colors and designs have become common, yet potential is by no means exhausted. An example is Abbott Laboratories' entry into the non-caloric sweetener field. Its bottle for Sucaryl looks slender and distinguished, and the closure, of white plastic, echoes the theme.

Additional ways in which plastic is being used with other materials: to provide rustproof ends for fiberboard cans; with metal foil trays, as a shrink-on polyethylene cover; as a multi-cell tray for candies, packed in a cellophane bag.

Extrusion coating other materials with plastics is expanding at a startling rate. Fifty-five million pounds of plastics were used for this purpose in 1960, and Modern Plastics magazine estimates that 300 million pounds will be used annually in five years.

Extrusion coating is a method whereby barrier, heat-seal, high-gloss surfaces and other properties can be given folded cartons, fiber cans, corrugated containers, aluminum foil, cellophane and plastic films. Faster coating techniques, better and lower-priced resins are background reasons why this segment of the industry is expecting such terrific growth.

Some applications:

Polyethylene is beating out wax as a coating for milk containers. Use of plastics solves the leakage and wax-flaking problems.

Wrapperless cartons, extrusion coated with polyethylene, are being tested for frozen foods.

As a coating for paperboard, (chiefly because of its grease-resistance property) plastics are being widely used in the bakery industry—in both trays and cartons. ♦ AJV



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A Most Important Announcement To Sales Management Subscribers

Dear Reader:

Effective with the March 16 issue of Sales Management, two popular, time-tested features will be redesigned and combined to provide a more valuable service for you.

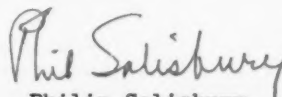
For more than 43 years, Sales Management editors have worked diligently to meet their responsibilities in publishing a magazine edited specifically for sales and marketing executives...providing you with the marketing tools which would enable you to more clearly understand and measure the markets which are so necessary to your profitable operation.

For example, 32 years ago we introduced the Survey of Buying Power which estimates the economic changes of population, income and retail sales for all counties, major cities and metropolitan areas of the U.S. and Canada. This was followed by the Marketing on the Move issue which projects ahead the metropolitan areas on a two-year basis, enabling you to plan ahead with the degree of accuracy that is a "must" in your sales work.

Continuing Sales Management's responsibility to you, we're pleased to show you, on the following pages, a preview of the new "Retail Sales Forecast" and "Industry Sales Forecast" features.

The combination of these two all-important features will bring together the relationship of industry sales and retail sales in a more practical, more useful manner.

We'd be pleased to receive your comments on this new service which we believe will enable you to plan ahead and align your product sales and advertising efforts with your highest-potential markets.


Philip Salisbury
Publisher

Since 1948 Peter B. B. Andrews, nationally known business economist, and a panel of 313 business economists, trade association executives, industrial editors and other leading professionals of marketing have analyzed on a three-month and a twelve-month ahead basis the sales prospects of 116 leading industries under the heading of "Future Sales Ratings." This special analysis, effective with our March 16, 1962 issue will appear quarterly under the name of "Industry Sales Forecast" in combination with our "Retail Sales Forecast."

INDUSTRY SALES FORECAST...2ND QUARTER, 1962

(FIGURES USED ARE FOR ILLUSTRATION ONLY)

In the 116-industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

How to Read the Table:

INDUSTRY Sales Forecasts

Key to Relative Size Ratings

(By industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★★	★★★★★	Luggage	G	★★★	★★★★
Air Conditioning	D	★★★★	★★★★	Lumber & Wood Products	A	★★★★	★★★★
Air Transportation	E	★★★★	★★★★	Machine Tools	F	★★★★	★★★★
Aircraft Sales	C	★★★★	★★★★	Machinery (Agric.)	E	★★★★	★★★★
Atomic Energy	F	★★★★	★★★★	Machinery (Ind'l.)	B	★★★★	★★★★
Auto Sales (New)	A	★★★★	★★★★	Materials Handling	D	★★★★	★★★★
Auto Sales (Used)	A	★★★★	★★★★	Meats	A	★★★★	★★★★
Auto Service & Parts	A	★★★★	★★★★	Medical and Dental Care	C	★★★★	★★★★
Auto Tires	E	★★★★	★★★★	Metal Containers	E	★★★★	★★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	C	★★★★	★★★★
Banks (Revenue)	E	★★★	★★★	Missiles and Rockets	D	★★★★	★★★★
				Motion	E	★★★	★★★★

The new "Industry Sales Forecast" will be in the same format, but greater emphasis will be placed on its value to *Sales Management* readers interested primarily in the outlook for business by specific industries. The table of industries will show relative size of industry and sales prospect ratings, ranging from best relative outlook to least impressive for the coming quarter and the next twelve months. Several pages of commentary and editorial research on the overall business outlook will follow the rating table.

The "Industry Sales Forecast" will continue to be edited by Peter B. B. Andrews with the aid of economists connected with manufacturers, associations, banks and government. Consistently, this feature has had an accuracy record in excess of 90 percent.

In Detroit, for example, as the auto industry goes, so go your sales in that particular area; likewise does General Electric influence your sales in Bridgeport, the furniture industry in Grand Rapids.

Now with the new quarterly Industry Sales Forecast and Retail Sales Forecast analysis, this combined package makes it possible for you to select your most profitable markets—by industries or by retail sales, or both—for the same forecast period.

On July 15, 1938, the "Retail Sales Forecast" first appeared in *Sales Management*. This popular feature was limited to the measuring of *cities* and was predicting only *one month* ahead. *Sales Management* recognizes that marketing organizations and their advertising agencies need ample time for assignment or reallocation of advertising dollars, salesmen's routings and general promotional activities. Therefore, the *new* "Retail Sales Forecast" will appear quarterly with the "Industry Sales Forecast" and with projections a *full quarter* ahead on both.

SM METRO AREA RETAIL SALES FORECAST

(FIGURES USED ARE FOR ILLUSTRATION ONLY)

Forecast for 2nd Quarter, 1962

RETAIL Sales Forecasts

OHIO

Metro Areas

	Metro Index 1962 vs. 1961	Metro-Natl. Index 1962 vs. 1961	No. ★ Qtrs. Out of Past 8	Consec. Qtrs. Up or Down	Ret. Sls. Qtr. Tot. Mill. \$	Index of Sales Activity	Metro Rank in U.S. 1960	Retail Sales Total Dollars
							Population	
Akron	99	97	4	2 ↘	151	105	54	52
Ashtabula	99	97	3	3 ↘	26	91	232	242
Canton	97	95	1	1 ↗	110	105	76	73
★ Cincinnati	102	100	6	5 ↗	331	113	21	23
Cleveland	98	96	3	3 ↗	651	117	11	11
★ Columbus	107	105	7	4 ↗	234	109	37	34
★ Dayton	102	100	7	1 ↘	241	104	33	36
Elyria (see Lorain)								
Hamilton-								
Middletown	97	95	6	6 ↗	54	92	128	137
Lima	101	99	4	1 ↗	35	109	193	193
Lima	100							

This new feature will be based on Retail Sales in 251 U.S.A. and 20 Canadian *Metropolitan Areas*, and will give estimates on the *three months upcoming* as well as how they compare with their own records a year ago, and with the estimated national totals. Six new columns of vital information will be added to the forecast. These columns present a combination and comparison of growth, direction of rise or decline, quantity in terms of dollars and quality in terms of comparison with other similarly populated areas.

The areas to be included will be those which in 1960 had retail sales of \$100 million or more. "Satellite" cities within a Metro Area, but not part of the official area name, will be listed following the area name if they have a population of 50,000 or more, \$100 million in retail sales and a daily newspaper which is a member of the Audit Bureau of Circulations.

In this decade of rapidly fluctuating markets, *Sales Management* again meets the needs of executives like yourself who must have the most thorough, most authoritative marketing evaluations available upon which to base decisions for sales and advertising activity.

For over 43 years, *Sales Management* has responded to this challenge ...publishing the *only* marketing magazine edited for sales-minded, marketing-minded executives. With your help and suggestions, we will continue to do so.

As a subscriber, we believe you will be interested in the other marketing services regularly provided by *Sales Management* magazine:

SURVEY OF BUYING POWER. This leading, authoritative data-book for modern marketing has been issued annually since 1929. It contains original, exclusive, updated figures on population, income and retail sales for all of the states, counties and all important city markets, plus detailed data on all metropolitan areas and "potential" metro areas. Beginning in 1962, it will be issued on JUNE 10.

MARKETING ON THE MOVE. This exclusive study recognizes that marketers must be concerned with the future. It contains articles and reports on economic and distribution trends, new marketing techniques and strategies. It is a "look-ahead" issue for both industrial and consumer marketers. Included are year-ahead projections of population, retail sales and income of the nation's 300, and 34 Canadian, metropolitan areas. Also, for the industrial marketer, a special statistical section is devoted to estimates of plants and employment by states for each of 142 SIC 3-digit industries. Published annually on NOVEMBER 10.

MARKET STATISTICS, INC. This *Sales Management* subsidiary, headed by Dr. Jay M. Gould, compiles the figures for the Survey of Buying Power, Retail Sales Forecasts, and prepares the consumer and industrial figures for the November 10 "Marketing on the Move" issue. It also serves individual companies who may want this data on punched cards, or who want special projects undertaken.

READERS' SERVICE. This Sales Management department was created to aid you in securing reprints or information on SM articles and relative marketing material. Last year, over 1,500,000 pages were distributed by Readers' Service. Thousands of phone calls, letters and personal visits by marketing executives attest to the value our readers place in this department. It's our pleasure to serve you at any time.

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Sales Management

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Marketing Outlook for January 1962

By DR. JAY M. GOULD, Research Director
Sales Management and its Survey of Buying Power

All indications point to the fact that the new year will start with a bang. The Sales Management Index of Business Activity will show a gain of five points over January, 1961, while retail sales are expected to show an 8% gain—the highest percentage increase in retailing recorded in about 18 months. Several reasons can be discerned for the fact that the recovery is finally affecting retailing favorably.

► Consumers are finally taking the fact of recovery at face value and are boosting their hard goods purchases accordingly. Auto sales hit all-time peak levels in November, and would have been even higher if supplies had not been limited by production schedule interruptions in September and October. Dealer profits per car have gone up accordingly.

Other favorable signs for the new year include a projected gain of 7% in sales and capital goods spending in manufacturing for 1962, and a 7% gain in construction. Overall new investment in plants and equipment will go up by 4% according to a recent McGraw-Hill survey.

► On the debit side, we have unemployment still running at close to 7% of the labor force, which could yield unemployment totals of over 5 million by February and March. Another worrisome long-term factor is the steady gain in home foreclosures. While affecting only 3% of all mortgaged homes, foreclosures are now running at about 45,000 per year. The gain over 1960 is more than 33%, attesting to the severity of the 1960-61 recession on those who were most deeply hit by it.

36 Best Markets for January

(Top six cities
by population groupings)
U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

Cities Over 500,000

Washington, D.C.	111.1
Hempstead Twp., N.Y.	107.9
Los Angeles, Cal.	107.3
New York City, N.Y.	106.4
Philadelphia, Pa.	105.8
San Francisco, Cal.	105.0

Cities 50,000-99,999

Wilmington, Del.	116.3
Atlantic City, N.J.	113.7
Santa Barbara, Cal.	112.9
Reading, Pa.	112.1
Las Vegas, Nev.	111.0
Bethlehem, Pa.	110.5

Cities 250,000-499,999

Honolulu, Hawaii	108.8
Minneapolis, Minn.	108.8
Denver, Colo.	106.7
Oklahoma City, Okla.	104.8
Rochester, N.Y.	103.7
Newark, N.J.	102.9

Cities Under 50,000

Cheyenne, Wyo.	112.5
Santa Rosa, Cal.	109.2
Cumberland, Md.	109.1
Woonsocket, R.I.	108.5
Salem, Ore.	106.1
Rapid City, S.D.	104.9

Cities 100,000-249,999

Santa Ana, Cal.	115.6
Trenton, N.J.	114.6
Winston-Salem, N.C.	110.1
Hartford, Conn.	107.1
Austin, Tex.	106.0
Tucson, Ariz.	105.5

Canada

Quebec, Que.	111.1
Calgary, Alb.	109.9
Vancouver, B.C.	106.7
Toronto, Ont.	105.3
Winnipeg, Man.	104.8
Ottawa, Ont.	102.4

Business Activity Forecast for

The Marketing Value of Business Activity Forecasts

★ Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity—compared with the same month in 1961—which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business—retail, wholesale, industrial, service, construction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1962 versus the corresponding month of 1961.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
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UNITED STATES

105.0	100.0	16946.00
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NEW ENGLAND

Cities Over 500,000

★ Boston, Mass.	16	108.3	103.1	111.24
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Cities 100,000-249,999

★ Bridgeport, Conn. . .	10	108.3	103.1	20.90
★ Hartford, Conn.	14	112.5	107.1	28.55
★ New Haven, Conn. . .	11	106.7	101.6	19.95
★ Waterbury, Conn. . .	22	108.6	103.4	15.14
New Bedford, Mass. . .	14	104.7	99.7	9.92
Springfield, Mass. . .	13	103.7	98.8	19.94
★ Worcester, Mass.	16	106.4	101.3	21.52
★ Providence, R. I. . .	11	108.8	103.6	27.70

Cities 50,000-99,999

Meriden-Wallingford, Conn.	15	104.2	99.2	7.54
★ Stamford, Conn.	24	111.4	106.1	13.74
Lewiston-Auburn, Me. .	4	96.8	92.2	6.52

Plan For Sales Growth In MERIDEN- WALLINGFORD Connecticut

"Growing" is the big word for the big Meriden-Wallingford market! Effective Buying Income has now surged to \$203,534,000*. And the 84,100 population represents a 6% growth in the last year alone*. Use the Record and Journal for 102.6% family coverage . . . with no outside newspaper penetration! Ask for full market facts now.

*SM '61 Survey

The Meriden RECORD and JOURNAL

MERIDEN, CONNECTICUT

National Representatives:
Johnson, Kent, Gavin & Sinding, Inc.

NEW LONDON Food Buying Has Plenty of Leftovers

New London food sales average \$1581 per household*. But that's a mere 22% of the \$7064 retail sales per average household*. . . meaning 78% left over for anything else you're selling. And with The Day's 90% ABC City Zone coverage, you'll sell it with just one buy.

*SM '61 Survey

The Day

NEW LONDON, CONNECTICUT

National Representatives:
JOHNSON, KENT, GAVIN
& SINDING, INC.

BANGOR

Maine's FIRST Media-Market — 8th in New England

Served by Maine's Largest Daily Newspaper, larger than any morning or evening New England newspaper published north of Boston.

See the New U. S. Market Ratings in our National Newspaper Cumulative County Markets study.

Get the facts. Ask for NNCCM today!

Bangor Daily News

Represented by

Johnson, Kent, Gavin & Sinding, Inc.

January 1962

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
Portland, Me.	21	104.4	99.4	13.09
★ Brockton, Mass.	17	109.4	104.2	8.99
★ Fall River, Mass.	8	106.3	101.2	9.19
★ Holyoke, Mass.	3	107.6	102.5	6.18
★ Lawrence, Mass.	19	106.7	101.6	9.19
Lowell, Mass.	7	97.4	92.8	8.52
Lynn, Mass.	12	104.6	99.6	9.07
★ Pittsfield, Mass.	15	108.6	103.4	7.09
Manchester, N. H.	14	102.1	97.2	10.65
★ Pawtucket-Central Falls, R. I.	8	109.2	104.0	8.77

Cities Under 50,000

Middletown, Conn.	21	98.7	94.0	3.96
★ New London, Conn.	14	109.0	103.8	5.56
★ Norwich, Conn.	4	105.3	100.3	4.56
Bangor, Me.	4	100.2	95.4	5.33
Salem, Mass.	12	103.0	98.1	6.50
★ Nashua, N. H.	23	106.6	101.5	4.75
Newport, R. I.	11	100.2	95.4	2.96
★ Woonsocket, R. I.	16	113.9	108.5	5.41

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
★ Burlington, Vt.	15	107.4	102.3	5.06
Rutland, Vt.	0	103.1	98.2	2.84

MIDDLE ATLANTIC Cities Over 500,000

Buffalo, N. Y.	0	96.7	94.0	52.01
★ Hempstead Township, N. Y.	24	113.3	107.9	135.37
★ New York City, N. Y.	22	111.7	106.4	896.01
★ Philadelphia, Pa.	13	111.1	105.8	215.83
Pittsburgh, Pa.	10	103.0	98.1	76.81

Cities 250,000-499,999

Jersey City- Hoboken, N. J.	16	102.4	97.5	24.58
★ Newark, N. J.	24	108.0	102.9	57.69
★ Rochester, N. Y.	20	108.9	103.7	47.38

Cities 100,000-249,999

Camden, N. J.	14	103.3	98.4	14.99
★ Elizabeth, N. J.	15	110.7	105.4	13.79

THIS Is Eastern Connecticut

\$324,170,000

Retail Sales

\$4,238

Per Household

Eastern Connecticut's 76,500 families buy big—almost one-third \$Billion of retail goods. Family spending exceeds the U.S. average by \$111.*

The Norwich Bulletin is your prime salesman in this big quality market—covers metropolitan Norwich solidly, plus 8,000 homes in Windham County.

*SM 5/10/61

Norwich Bulletin

DAILY and SUNDAY
NORWICH, CONN.

Week Days
28,349

Sundays
24,180

Represented by

The Julius Mathews Special Agency, Inc.

Sales Management DECEMBER 1, 1961



FULL-PROCESS COLOR!

THE CALL is the only daily in Rhode Island offering full-process color on an ROP basis. Give your advertising a color-full impact on Woonsocket's \$86,757,000 EBI*, with THE CALL's 98% coverage of the 65,275 ABC City Zone.

*SM 1961 Survey

WOONSOCKET CALL

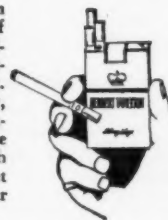
COVERS RHODE ISLAND'S PLUS MARKET

Representatives: Johnson,
Kent, Gavin, & Sinding, Inc.
Affiliated:
WWON, WWON-FM



that's Portland MAINE

Herbert Tareyton Kings are another of the long list of products to choose Portland, Maine for a test. The stable economy, year after year, continues to establish the ideal conditions which make this the market that is best for your test.



to reach the testingest market



Represented by
The Julius Mathews Special Agency, Inc.



FIRST

for testing
among cities in
U.S. in 75,000 to
150,000 popula-
tion group



SIXTH

for testing
among all U. S.
cities regardless
of size



SECOND

for testing
among all New
England cities
regardless of
population

Source: Sales Management

-SM- Business Activity FORECAST

**BUSINESS
ACTIVITY
FORECAST**

	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
Passaic-Clifton, N. J.	1	100.6	95.8	15.51
Paterson, N. J.	0	100.6	95.8	14.96
★ Trenton, N. J.	9	120.3	114.6	17.11
★ Albany, N. Y.	21	107.9	102.8	20.39
Niagara Falls, N. Y.	1	94.1	89.6	9.66
★ Syracuse, N. Y.	10	108.3	103.1	30.13
★ Allentown, Pa.	16	109.8	104.6	18.65
Erie, Pa.	11	98.8	94.1	14.41
Scranton, Pa.	0	96.9	92.3	11.72

Cities 50,000-99,999

★ Atlantic City, N. J.	16	119.4	113.7	11.73
Binghamton, N. Y.	7	102.2	97.3	10.58
Rome, N. Y.	10	104.6	99.6	4.80
★ Schenectady, N. Y.	1	105.0	100.0	11.15
Troy, N. Y.	1	104.2	99.2	7.27
★ Utica, N. Y.	3	105.3	100.3	11.62
Altoona, Pa.	2	102.3	97.4	6.06
★ Bethlehem, Pa.	11	116.0	110.5	7.54
Chester, Pa.	11	103.4	98.5	7.08
★ Harrisburg, Pa.	3	105.5	100.5	14.86
Johnstown, Pa.	12	100.8	96.0	10.83
Lancaster, Pa.	7	103.7	98.8	8.41
★ Reading, Pa.	18	117.7	112.1	16.60
★ Wilkes-Barre, Pa.	11	105.7	100.7	9.06
★ York, Pa.	14	106.7	103.5	9.35

You call the tune

in **ALTOONA**

... "Test-Town", Pa.

Whether your product is food or appliances, cigarettes or soap flakes, Pennsylvania's No. 1 test town is an ideal place to start singing its praises. Here we have typical distribution patterns, an economy nicely balanced between industry and agriculture, retailers attuned to the need for local co-operation in a successful test campaign.

These factors, plus the fact that the Mirror reaches 98% of Altoona city families, 3 out of 4 Blair County homes, practically guarantees that if you strike the right note in Altoona, you'll soon be making beautiful music at the cash register!

TEST BEST IN PENNSYLVANIA WITH THE

Altoona Mirror

Altoona Pennsylvania's Only Daily Newspaper

Richard E. Beeler, Adv. Mgr.

**BUSINESS
ACTIVITY
FORECAST**

Cities Under 50,000

	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
Elmira, N. Y.	3	102.4	97.5	7.24
Jamestown, N. Y.	0	102.4	97.5	4.90
★ Poughkeepsie, N. Y.	24	107.5	102.4	8.46
Hazleton, Pa.	9	99.8	95.0	3.71
Norristown, Pa.	23	99.1	94.4	4.72
Oil City, Pa.	12	101.9	97.0	2.21
Sharon, Pa.	4	100.7	95.9	3.65
Williamsport, Pa.	3	102.5	97.6	6.02

EAST NORTH CENTRAL

Cities Over 500,000

★ Chicago, Ill.	21	106.9	101.8	469.02
Detroit, Mich.	13	99.3	94.6	166.67
Cincinnati, Ohio	5	103.5	98.6	68.86
Cleveland, Ohio	10	103.5	98.6	116.60
Milwaukee, Wis.	16	102.4	97.5	89.87

Cities 250,000-499,999

★ Indianapolis, Ind.	10	107.1	102.0	69.07
Akron, Ohio	3	102.9	98.0	31.60
Columbus, Ohio	9	104.1	99.1	60.12
Dayton, Ohio	10	101.6	96.8	40.32
★ Toledo, Ohio	19	107.1	102.0	41.26

Cities 100,000-249,999

Moline-Rock Island-				
East Moline, Ill.	8	102.8	97.9	11.61
Peoria, Ill.	0	104.0	99.0	15.10
Rockford, Ill.	11	103.8	98.9	17.30
Evansville, Ind.	8	98.5	93.8	14.64
★ Fort Wayne, Ind.	11	106.7	101.6	22.01
Gary, Ind.	18	102.5	97.6	20.37
Hammond-East				
Chicago, Ind.	13	100.5	95.7	18.56
South Bend, Ind.	1	102.1	97.2	14.27
Flint, Mich.	11	99.8	95.0	25.77
Grand Rapids, Mich.	10	102.0	97.1	26.59
★ Lansing, Mich.	15	106.9	101.8	19.16
Royal Oak-				
Ferndale, Mich.	10	99.1	94.4	15.42
Canton, Ohio	9	99.4	94.7	15.68
Youngstown, Ohio	0	98.0	93.3	21.92
Green Bay-Appleton-Neenah-Menasha,				
Wis.	2	101.5	96.7	16.57
★ Madison, Wis.	22	109.3	104.1	17.06

Cities 50,000-99,999

★ Champaign-Urbana,				
Ill.	9	106.2	101.1	8.32
Decatur, Ill.	0	101.2	96.4	9.83
East St. Louis, Ill.	0	97.8	93.1	8.31
Springfield, Ill.	0	101.5	96.7	13.22
Muncie, Ind.	17	100.3	95.5	8.42
Terre Haute, Ind.	8	99.6	94.9	9.47
Bay City, Mich.	8	97.8	93.1	6.90
Jackson, Mich.	9	96.9	92.3	8.17
★ Kalamazoo, Mich.	2	106.4	101.3	13.66
Pontiac, Mich.	17	99.4	94.7	12.96
Saginaw, Mich.	16	99.1	94.4	12.97
Hamilton, Ohio	5	98.7	94.0	7.74
Lima, Ohio	7	104.5	99.5	7.91

**BUSINESS
ACTIVITY
FORECAST**

	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
Lorain, Ohio	18	98.2	93.5	7.05
Springfield, Ohio	7	101.3	96.5	8.96
Warren, Ohio	10	100.8	96.0	7.21
★ Beloit-Janesville, Wis.	24	115.7	110.2	9.62
Kenosha, Wis.	10	99.4	94.7	7.17
Racine, Wis.	16	100.6	95.8	9.93

Cities Under 50,000

★ Bloomington, Ill.	13	110.0	104.8	5.73
Danville, Ill.	5	99.8	95.0	5.84
Lafayette, Ind.	18	97.7	93.0	7.40
Battle Creek, Mich.	0	99.4	94.7	7.71
Muskegon, Mich.	16	95.0	90.5	7.21
Port Huron, Mich.	15	104.0	99.0	6.14
Elyria, Ohio	10	101.6	96.8	5.13
Mansfield, Ohio	8	103.2	98.3	8.21
Middletown, Ohio	3	99.9	95.1	5.28
Portsmouth, Ohio	7	99.3	94.6	5.33
Steubenville, Ohio	10	99.3	94.6	6.48
Zanesville, Ohio	6	99.0	94.3	4.77
La Crosse, Wis.	5	101.6	96.8	6.12
Oshkosh, Wis.	6	100.6	95.8	5.04
Sheboygan, Wis.	11	103.0	98.1	3.99
Superior, Wis.	11	100.6	95.8	3.12

WEST NORTH CENTRAL

Cities Over 500,000

St. Louis, Mo.	18	104.0	99.0	95.83
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Ohio's No. 1 Growth Market

GAIN LEADS

Ohio's "Markets on the Move"

Sales Management's 1961 "Marketing on the Move" projections show this metro area with the highest rate of income gain for 1960-62, (equalled only by one other area). Buying power will be up 12% by the end of '62—to \$548,703,000!

And in a three-way tie for the second highest sales gain among the state's standard areas. Sales will be up 9%—to \$263,006,000!

Keep in step with this fast-stepping market by scheduling the area's No. 1 daily.

Chronicle-Telegram

"THE FAMILY NEWSPAPER"

ELYRIA, OHIO

Circulation 25,747 ABC 9/30/60

Double the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

Sales Management DECEMBER 1, 1961

-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
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Cities 250,000-499,999

★ Minneapolis, Minn.	14	114.2	108.8	83.39
St. Paul, Minn.	11	103.5	98.6	40.91
Kansas City, Mo.	7	103.3	98.4	71.19
Omaha, Neb.	8	102.8	97.9	34.15

Cities 100,000-249,999

★ Des Moines, Iowa	9	107.1	102.0	29.86
★ Kansas City, Kan.	8	106.8	101.7	12.42
★ Topeka, Kan.	24	108.4	103.2	15.99
★ Wichita, Kan.	3	107.9	102.8	28.59
Duluth, Minn.	5	99.1	94.4	10.69
Lincoln, Neb.	18	102.1	97.2	15.90

Cities 50,000-99,999

Cedar Rapids, Iowa	12	103.6	98.7	12.85
Davenport, Iowa	1	102.7	97.8	10.20
Dubuque, Iowa	0	100.9	96.1	5.70
Sioux City, Iowa	3	99.3	94.6	10.01
Waterloo, Iowa	5	100.6	95.8	8.77
St. Joseph, Mo.	0	101.0	96.2	8.02
Springfield, Mo.	5	104.0	99.0	11.98
Sioux Falls, S. D.	1	98.9	94.2	8.17

Cities Under 50,000

Hutchinson, Kan.	7	103.0	98.1	5.08
★ Joplin, Mo.	2	105.9	100.9	5.40
Fargo, N. D.	9	104.1	99.1	7.04
Aberdeen, S. D.	10	104.9	99.9	3.68
★ Rapid City, S. D.	15	110.1	104.9	6.95

SOUTH ATLANTIC

Cities Over 500,000

★ Washington, D. C.	13	116.7	111.1	115.45
Atlanta, Ga.	18	104.2	99.2	77.40
Baltimore, Md.	3	104.4	99.4	104.40

Cities 250,000-499,999

Miami, Fla.	8	101.1	96.3	54.75
Tampa, Fla.	3	100.5	95.7	34.34
Norfolk, Va.	16	104.0	99.0	30.38

Cities 100,000-249,999

Jacksonville, Fla.	4	98.7	94.0	34.80
St. Petersburg, Fla.	3	101.0	96.2	21.95
Columbus, Ga.	8	104.5	99.5	12.38
Savannah, Ga.	0	96.1	91.5	11.90
Charlotte, N. C.	4	101.6	96.8	25.21
Greensboro, N. C.	11	103.5	98.6	19.54
★ Winston-Salem, N. C.	21	115.6	110.1	17.00
Newport News, Va.	7	102.3	97.4	10.46
Portsmouth, Va.	17	100.6	95.8	9.11
Richmond, Va.	10	98.0	93.3	35.74
Charleston, W. Va.	3	100.7	95.9	14.18

Cities 50,000-99,999

★ Wilmington, Del.	23	122.1	116.3	23.31
Fort Lauderdale, Fla.	8	103.8	98.9	20.24
Orlando, Fla.	9	99.0	94.4	20.10
Pensacola, Fla.	0	97.4	92.8	9.56

BUSINESS ACTIVITY FORECAST

Albany, Ga.	2	98.6	93.9	4.93
Augusta, Ga.	7	101.5	96.7	10.10
Macon, Ga.	0	102.0	97.1	10.15
Asheville, N. C.	14	101.1	96.3	11.33
★ Durham, N. C.	9	108.4	103.2	10.58
★ High Point, N. C.	14	106.2	101.1	5.84
★ Raleigh, N. C.	19	111.4	106.1	15.40
Charleston, S. C.	23	102.7	97.8	9.83
★ Columbia, S. C.	20	105.2	100.2	15.35
Greenville, S. C.	10	97.3	92.7	10.83
Lynchburg, Va.	22	103.6	98.7	6.95
Roanoke, Va.	11	102.9	98.0	12.17
Huntington, W. Va.	9	97.4	92.8	10.86
Wheeling, W. Va.	0	98.5	93.8	7.34

Cities Under 50,000

★ Cumberland, Md.	8	114.6	109.1	5.34
Hagerstown, Md.	0	101.1	96.3	5.15
Salisbury, N. C.	10	101.2	96.4	3.21
Wilmington, N. C.	3	98.8	94.1	4.99
Spartanburg, S. C.	14	101.3	96.5	6.59
Charlottesville, Va.	11/22	101.3	96.5	5.56
Danville, Va.	3	100.9	96.1	4.91

EAST SOUTH CENTRAL

Cities Over 500,000

★ Memphis, Tenn.	19	107.7	102.6	56.69
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Cities 250,000-499,999

Birmingham, Ala.	8	101.0	96.2	42.35
Louisville, Ky.	0	100.4	95.6	41.34

Cities 100,000-249,999

Mobile, Ala.	11	100.6	95.8	19.54
★ Montgomery, Ala.	8	105.8	100.8	14.22
Jackson, Miss.	15	102.7	97.8	18.81
★ Chattanooga, Tenn.	5	105.3	100.3	20.00
Knoxville, Tenn.	14	104.8	99.8	19.75
★ Nashville, Tenn.	11	107.1	102.0	28.87

Cities 50,000-99,999

Florence-Sheffield-Tusculumbia, Ala.	1	99.8	95.0	6.28
Gadsden, Ala.	3	96.9	92.3	5.65
Lexington, Ky.	13	103.6	98.7	12.63
Meridian, Miss.	1	99.9	95.1	4.49

Cities Under 50,000

Paducah, Ky.	19	101.0	96.2	4.78
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WEST SOUTH CENTRAL

Cities Over 500,000

New Orleans, La.	2	98.8	94.1	59.35
★ Dallas, Tex.	24	106.4	101.3	102.80
★ Houston, Tex.	7	105.9	100.9	100.40
San Antonio, Tex.	10	104.2	99.2	48.99

Cities 250,000-499,999

★ Oklahoma City, Okla.	12	110.0	104.8	40.48
Tulsa, Okla.	5	102.3	97.4	29.78
El Paso, Tex.	3	99.0	94.3	21.53
Fort Worth, Tex.	0	101.2	96.4	42.37

BUSINESS ACTIVITY FORECAST

Cities 100,000-249,999

Little Rock-North Little Rock, Ark.	7	105.0	99.7	19.76
Baton Rouge, La.	3	97.9	93.2	18.07
Shreveport-Bossier City, La.	11	100.2	95.4	20.85
Amarillo, Tex.	5	102.7	97.8	15.72
★ Austin, Tex.	13	111.3	106.0	18.48
Beaumont, Tex.	1	103.0	98.1	12.22
Corpus Christi, Tex.	2	102.3	97.4	16.04
Lubbock, Tex.	12	97.2	92.6	15.79
Wichita Falls, Tex.	8	96.1	91.5	9.57

Cities 50,000-99,999

★ Fort Smith, Ark.	10	107.8	102.7	6.86
Lake Charles, La.	1	103.4	98.5	7.06
Monroe-West Monroe, La.	8	102.6	97.7	8.37
Abilene, Tex.	7	100.9	96.1	8.85
Galveston, Tex.	2	102.7	97.8	5.78
Laredo, Tex.	6	104.8	99.8	4.33
Port Arthur, Tex.	0	99.3	94.6	6.26
San Angelo, Tex.	0	101.1	96.3	5.52
Texarkana, Tex. & Ark.	2	98.3	93.6	6.22
Tyler, Tex.	0	103.6	98.7	5.99
Waco, Tex.	6	101.6	96.8	10.34

Cities Under 50,000

Bartlesville, Okla.	17	100.4	95.6	3.67
Muskogee, Okla.	2	102.1	97.2	3.76



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-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST	No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
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MOUNTAIN

Cities 250,000-499,999

Phoenix, Ariz.	20	102.9	98.0	54.18
★ Denver, Colo.	21	112.0	106.7	64.74

Cities 100,000-249,999

★ Tucson, Ariz.	17	110.8	105.5	24.59
Albuquerque, N. M. ...	4	102.5	97.6	24.38
★ Salt Lake City, Utah	13	105.7	100.7	30.65

Cities 50,000-99,999

★ Colorado Springs, Colo.	3	105.9	100.9	10.08
★ Pueblo, Colo.	1	108.5	103.3	8.89
Billings, Mont.	0	101.0	96.2	7.68
★ Great Falls, Mont. ...	13	107.3	102.2	8.45
★ Las Vegas, Nev.	24	116.6	111.0	15.44
Reno, Nev.	21	100.4	95.6	11.07
Ogden, Utah	7	100.3	95.5	7.70

Cities Under 50,000

★ Boise, Ida.	8	106.3	101.2	8.45
Butte, Mont.	8	97.5	93.0	4.44
Missoula, Mont.	18	102.0	97.1	4.33
★ Casper, Wyo.	9	108.9	103.7	4.94
★ Cheyenne, Wyo.	24	118.1	112.5	8.99

PACIFIC

Cities Over 500,000

★ Los Angeles, Cal. ...	11	112.7	107.3	349.58
★ San Diego, Cal.	22	108.8	103.6	66.17
★ San Francisco, Cal. ...	22	110.3	105.0	110.76
★ Seattle, Wash.	9	106.3	101.3	81.56

Cities 250,000-499,999

Long Beach, Cal. ...	0	97.0	92.4	35.90
Oakland, Cal.	1	99.4	94.7	46.56
★ Honolulu, Hawaii ...	24	114.2	108.8	40.71
Portland, Ore.	12	96.6	92.0	55.94

Cities 100,000-249,999

★ Berkeley, Cal.	13	110.1	104.9	12.90
Fresno, Cal.	19	101.5	96.7	27.91
★ Pasadena, Cal.	14	108.9	103.7	23.20
Sacramento, Cal.	15	97.0	92.4	28.48
★ San Jose, Cal.	24	108.3	103.1	34.14
★ Santa Ana, Cal.	20	121.4	115.6	21.30
Spokane, Wash.	1	104.9	99.9	23.63
Tacoma, Wash.	2	104.2	99.2	19.31

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1962 vs. 1961	City Nat'l Index 1962 vs. 1961	Retail Sales \$ (Million) January
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Cities 50,000-99,999

★ Bakersfield, Cal. ...	15	108.3	103.1	17.41
★ Riverside, Cal.	15	107.2	102.1	13.19
San Bernardino, Cal. ...	7	98.8	94.1	15.28
★ Santa Barbara, Cal. ...	19	118.5	112.9	11.17
★ Stockton, Cal.	16	112.9	107.5	17.80
Eugene, Ore.	9	102.5	97.6	8.77

Cities Under 50,000

★ Modesto, Cal.	12/12	105.0	100.0	10.74
★ Santa Rosa, Cal.	16	114.7	109.2	7.37
★ Ventura, Cal.	24	105.1	100.1	6.57
★ Salem, Ore.	10	111.4	106.1	9.75
Bellingham, Wash. ...	4	98.6	93.9	4.78
Everett, Wash.	9	103.8	98.9	6.25
★ Yakima, Wash.	5	109.8	104.6	7.82

CANADA

107.0	100.0	1254.50
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ALBERTA

★ Calgary	12	117.6	109.9	20.35
★ Edmonton	11	108.0	101.0	20.33

BRITISH COLUMBIA

★ Vancouver	7	114.2	106.7	48.56
Victoria	8	105.0	98.1	9.54

MANITOBA

★ Winnipeg	18	112.1	104.8	30.61
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NEW BRUNSWICK

Saint John	10	105.4	98.5	6.64
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NOVA SCOTIA

Halifax	14	106.9	99.9	11.96
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ONTARIO

Hamilton	8	105.2	98.3	20.65
★ London	14	107.7	100.7	14.22
★ Ottawa	4	109.6	102.4	21.33
★ Toronto	17	112.7	105.3	130.77
Windsor	6	106.1	99.2	8.34

QUEBEC

Montreal	19	102.7	96.0	124.90
★ Quebec	21	118.9	111.1	19.79

SASKATCHEWAN

★ Regina	19	108.6	101.5	13.32
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The Scratch Pad



BY T. HARRY THOMPSON

Here it is the first of December and the Kremlin creeps haven't buried us as advertised. Maybe we can taper off on our optimum dose of ataraxics.

Camelot: A parking lot for camels.

Bachelor: A fellow who never Mrs. anyone.—Jack Herbert in The Wall Street Journal.

With Washington in trust-busting mood, I wonder if General Motors will ever be downgraded to Sergeant Motors or maybe even Private Motors!

What the announcer means is, you don't feel cooped in a Tempest coupe.

Sign on a truck carrying explosives: "Give me room or we'll go boom!"

George Burns frames humor in a memorable line: "One man's yock is another man's yawn."

A poltergeist, you might say, is no earthly good.

Tequila: The gulp of Mexico.

Name for a dentifrice: "Pearluster."

Echoes of "South Pacific": When it comes to buying 5c articles, there's nothing like a dime.

On television, this sleeping tablet is touted as "100% safe." A circular wrapped with the bottle, however, says don't take it if you have glaucoma. Suppose you have intraocular pressure and don't read the directions!

The Let's Have Better Mottoes Assn. gave top honors to this one recently: "Show me a man who can smile when everything goes wrong, and I'll show you an idiot."

"The IBM Selectric is unlike any other typewriter you've ever seen. It has no typebars." Neither had the

little Blickensderfer, favored by pharmacists away back there.

A lot of copy a copywriter turns out turns out to be Not For Publication.

Don Raihle knows a guy who is so conceited he joined the Navy so the world could see him!

Add similes: As nervous as an alligator in a handbag factory.—Pamela Blake.

A tiny elephant has been a Tetley Tea trademark for eons. So, when the Philadelphia zoo acquired a baby elephant, what did it name him? Right!

Seafood lover's version: "Me and My Shad Roe."

Nit: "Have some gum, Chum."

Wit: "Thanks. I don't run to chews."

Curtis Research reports some 18,000 cars equipped with telephones. Soon the only place to duck those calls will be a bomb shelter.

It just occurs: When steel workers bank their furnaces before walking out, it means they don't want to strike while the iron is hot.

A newscaster mentions "sworn affidavits." They're the best kind.

Wants vs. Needs

In advertising and selling, a lot of us would swell the ranks of the ever-present unemployed if people bought only what they needed instead of what they wanted.

I've often thought that a couple of sweaters and a few pairs of Levi's would see us men through if we didn't care what we looked like. The gals could get by with a reasonable supply of muu-muus, scarfs, and canvas shoes.

We wouldn't buy a new television set until the old one gave a final gasp (and we all know people who operate on that basis already). We'd drive our present heaps as long as they would pass state inspection.

My own philosophy has always been that of a field-hand on payday.

Awhile back I kidded myself that I was in the market for a new typewriter. The two other machines I had were not even ailing, but the little-boy streak in me saw the new keyboards with characters mine didn't have. I wanted a new typewriter and my want won over my need.

Extravagant or not, it seems to be my job as an advertising man to convert others to my philosophy that you can't take it with you, so live it up a little (without going in debt or neglecting your insurance).

Besides, the way the world is today, we never know what minute the shelling will start and the selling stop. We who have lived through a war or two know the denials conflict puts upon us.

Therefore, since there is no percentage in money per se, let's keep it circulating.

T.H.T.

●● The four freedoms are, for most men, sufficient. But the artist and the writer need a fifth freedom if they are to do great things...creative freedom. They shall have it in The Saturday Evening Post. ●●

The Editors

NEW-
from the
**Chicago
Tribune**



an exclusive, up-to-the-minute marketing story to help you sell more now in Chicago

How would you answer these statements about the changing Chicago grocery market? True or false?

- T F** A 5% sales increase every year is enough to keep your brand ahead of the overall market growth.
- T F** Middle and upper income families now account for nearly two-thirds of all grocery buying.
- T F** The average chain store shopper is a loyal customer who spends more than half of her grocery dollars in one store.
- T F** Chicago's top corporate chains still spend more advertising dollars in the same newspaper today as they did five years ago.

ALL FOUR STATEMENTS ARE FALSE. These are only a few of the vital questions you will find answered in "Your Stake in the Growing Chicago Grocery Market."

This complete marketing story draws a graphic picture of conditions today and prospects for tomorrow in the \$2,222,000,000 Chicago grocery market. It pinpoints who your best customers are, how much they spend, and how you can reach them most efficiently and economically.

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